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CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD



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Date: November 20, 2008

To: All Prospective Contractors

RE: Outreach and Campaign to Promote Sustainable Tire Practices IWM08017

Addendum No. 2 To the Request For Proposals (RFP)

1. Attached is a revised Cost Proposal Worksheet
2. Attached is a list of all businesses who have expressed an interest in the contract to date
3. The following questions were submitted during the Question & Answer period and the responses are provided below.
 - Q1: To ensure a successful partnership with BAR will we have access to the existing program and media activity?
A1: **Yes**
 - Q2: Are there other current partners that are involved with the DriveHealthy.com?
A2: **DriveHealthy.com is currently an initiative of the California Department of Consumer Affairs and the Bureau of Automotive Repair. Additional partners have not yet been identified.**
 - Q3: Will the incumbent be participating in the RFP Process?
A3: **This is a competitive process open to all qualified Proposers.**
 - Q4: What percent of the budget is expected to go towards paid media?
A4: **No set percentage. This should be determined by the Proposer.**
 - Q5: The Process Schedule of the proposal does not include an Oral Presentation for qualifying proposers. Does the CIWMB plan to host Oral Presentations as part of the process?
A5: **No**



- Q6. Can a single contractor/subcontractor who is a certified as both a California Small Business and a DVBE satisfy both the Small Business and DVBE preferences? Or does their budget allocation only satisfy one or the other?
- A6. A single contractor/subcontractor may satisfy both requirements.
- Q7. Does CIWMB see or expect any linkage between this RFP and IWM08016, or any other IWMB campaign or program?
- A7. Though both campaigns share a common goal of reducing the amount of waste tires entering landfills, these are separate campaigns that will remain fairly independent of each other.
- Q8. What percentage of the budget would the CIWMB like to see put towards the media buy?
- A8. No set percentage. This should be determined by the Proposer.
- Q9. Who is the incumbent agency?
- A9. The previous contractor was Ogilvy PR. However, that contract has ended, so there is no incumbent agency.
- Q10. How does CIWMB's graphics department prefer to work with agency contractors? For example, do they want agency graphics staff to develop designs which they then implement? Or do they work collaboratively with agency graphic departments?
- A10. Collaborative effort on design
- Q11. What specific media markets have been targeted for the paid media campaign?
- A11. No set determination
- Q12. What is the targeted demographic for this campaign?
- A12. The target audience is California drivers, specifically younger drivers in their 20s and 30's, both male and female. Consumers are the top priority.
- Q13. How many years has the incumbent been working on this project?
- A13. The previous campaign was a 2 year effort.
- Q14. It is assumed that the incumbent developed a branding for this campaign. Does CIWMB expect any new contractor to use the elements that have been developed by the incumbent?
- A14. While a design was created for previous efforts, this campaign will utilize the Drive Healthy brand, as outlined in the RFP.
- Q15. May we get copies of the PSAs and previous media buys developed by the incumbent used in the Fresno and Bay area markets?
- A15. All materials will be made available to the successful Proposer Prior to contract award, materials may be obtained by submitting a Public Records Act Request to the CIWMB Legal Office.
- Q16. Does the 10% withhold apply to media purchases?

- A16. No. Net media purchases may be exempt from the 10% withhold. See answer to question 113.
- Q17. Is the 2.4 million dollar budget divided equally over the two year contract?
- A17. No
- Q18. What was the amount of the two year contract? Was this amount divided equally between the two years?
- A18. The previous contract was for multiple campaigns. The tire sustainability portion had an allocation of \$800,000 (\$300,000 in FY 05/06, \$500,000 in FY 06/07).
- Q19. Is it possible to get a copy of the Tire Sustainability Consumer Baseline Survey?
- A19. Attached to this addendum.
- Q20. Who had the contract for the 2006 outreach and education project?
- A20. See answer to question #9.
- Q21. Is there an incumbent firm on this or a substantially similar contact? If so, what is the name of the firm(s)?
- A21. See answer to question #9.
- Q22. Did the firm(s) meet or exceed the requirements of the contact?
- A22. Met expectations
- Q23. When is the CIWMB Board expected to meet and approve the budget for this RFP? Is the intended budget known at this time? What is the amount?
- A23. The Board has approved a maximum amount of \$2.4 million for this contract (\$1.2 million each year, fiscal years 2008/09 and 2009/10, with FY 2009/10 funds contingent on funding availability and approval of the FY 2009/10 Budget Act). The actual contract amount and budget will be approved upon selection of the contractor.
- Q24. Under Licenses (page 8), it asks for a “copy of the Proposer’s registration with the Secretary of State,” will a copy from an internet search from the CA Secretary of State web site showing the business name and number be sufficient or are you looking for a certified copy of the Proposer’s actual LLC 1 / LLC 5 and Certificate of Good Standing?
- A24. Internet printout sufficient
- Q25. Regarding information about California OSDS Certified SB: Will a small business partner on the team be considered for the 5% preference if they have applied for certification as a California Certified Small Business, but have not received confirmation from the state government?
- A25. A bidder may claim SB preference if the bidder submits a complete application for certification to the OSDC by 5 p.m. on the bid due date.
- Q26. With regard to References (page 7), are references from work in other states permissible?

A.26. Yes

Q27. Page 8 under the “Samples of Written Work” states that “examples of campaigns/similar in nature to the proposed project” are required. Do you have a preference that the work is environmental-related or functionally appropriate? In other words, bidders may have excellent examples of environmental work or examples of campaigns not environmental in nature, but appropriate to the task type (e.g. material development, community outreach). Can you please provide any guidance?

A27. We are looking for similar work in approach. It is not necessary that the work be environmental in nature.

Q28. The Cost Proposal Worksheet (attachment A; page 21) provides limited space for multiple labor rates as well as Subcontractors rates. Are we permitted to further detail each task to reflect senior and junior level labor hour quantities and costs, as well as subcontractor costs?

A28. Yes, you can provide as much detail as you want but keep the format the same as stated in the Cost Proposal Worksheet . Revised Cost Proposal attached to this addendum.

Q29. Is it permissible to provide Small /business Subcontractors costs as an Other Direct Cost, or would you prefer the labor hour model?

A29. Please provide labor/hour model

Q30. Page 7 calls for resumes to be included in the proposal for the Project Manager, Personnel and Subcontractors. As long as the four components listed are included, are bios sufficient or does the IWMB want to see this in an actual resume format?

A30. Bios are acceptable

Q31. Will you please identify the name of the company responsible for the Bay Area and Fresno campaign?

A31. See answer to question #9.

Q32. How does the Board hope to use or leverage the Bay Area and Fresno campaign themes and messages?

A32. While using the Drive Healthy brand, messaging is consistent with previous efforts

Q33. How much money was allocated to media placement in the last education campaign?

A.33. Media placement costs were determined by proposers.

Q34. May the bidder present a media plan in gross cost, which includes agency commission, or must the plan be at net cost, with no commission built in?

A34. Please present gross costs, identifying all proposed actual expenses.

Q35. The RFP refers to a survey being conducted prior to and following the 2006 campaign. Will the same research firm continue conducting surveys after the contract is awarded to a new agency? Or, will the new agency be responsible for contracting a new research firm?

- A35. The research firm was a subcontractor of the previous contractor
- Q36. Can we view all the relevant research conducted to date? If so, where can we view these materials?
- A36. See answer to question #15.
- Q37. Can you please confirm the total budget allocation for this project?
- A37. See answer to question #23.
- Q38. If the CIWMB's in-house capabilities are utilized, such as design and video production resources, are the costs associated with these activities still deducted from the campaign budget or will the CIWMB cover these costs separately? If they must be included in the proposed budget, can you please provide us with pricing guidelines?
- A38. The CIWMB will cover these costs
- Q39. Can one agency fulfill both the small business and disabled veteran enterprise participation requirements? Or, just separate contractors fulfill each participation requirement?
- A39. See answer to question #6.
- Q40. Can the 25% small business participation requirement be allocated across multiple small business enterprises? Or, must the entire 25% be allocated to one single small business?
- A40. It can be awarded to more than one as long as it totals 25%.
- Q41. Do you want all outreach materials to have the Drive Healthy look and feel or continue to maintain the current Tire Sustainable look and feel that was created under the last campaign? On page 15 of the RFP it states "capture or enhance previously distributed materials."
- A41. The current materials would have to be redesigned to establish the Drive Healthy look and feel.
- Q42. For the media buys – what information are you interested in seeing?
- A42. Overall concept of how to achieve maximum cost effectiveness with measurable results
- Q43. Confirm whether or not you want to know the commission that the firm is taking on the media buy?
- A43. All expenses must be identified on the Cost Proposal Worksheet
- Q44. The cost sheet is different than the one issued for IWM08016. Why is that and is this the cost sheet that is to be used?
- A44. Revised Cost Proposal Attached to this addendum.
- Q45. If on the cost sheet, fringe is shown as a percentage, how should the bidder show total be a line item?

- A45. If you are showing the fringe benefit as a percentage of the hourly rate then you would not show a cost in the line item for fringe benefits.
- Q46. Confirm that you are looking to have the radio and TV spots distributed as PSAs in conjunction with having a paid media campaign conducted.
- A46. Yes, but earned media is preferred.
- Q47. Previous Program: Can we view a copy of the last winning proposal?
- A47. Attached to this addendum..
- Q48. Previous Program: What are the current contract fees, mark-up costs and rates?
- A48. Previous contract has ended.
- Q49. Previous Program: Is Ogilvy considered an incumbent for this RFP?
- A49. Ogilvy PR was the previous contractor for CIWMB's targeted market outreach which concluded in June 2008. However, because that contract has already ended, Ogilvy is not the incumbent.
- Q50. Previous Program: What criteria have been used to guide establishments for partnerships with public and private entities?
- A50. Previous campaign criteria consisted of tire retail partnerships as well as other government agencies.
- Q51. Previous Program: Can we view any progress and results reports that discuss expectations and outcomes regarding communications marketing on the current contract?
- A51. Attached to this addendum..
- Q52. Previous Program: What are the current PR activities for this campaign?
- A52. There are no current efforts
- Q53. Previous Program: Can we get a copy of the crosstabs from the 2006 and 2008 Tire Sustainability Consumer Baseline Survey to guide preparation our proposal?
- A53. Report attached
- Q56. Previous Program: Was the research used in the 2006-2008 pilot to help develop campaign messages and material? If so, can we review that research in preparation for our proposal?
- A56. Report attached
- Q57. Previous Program: Were any surveys conducted among the local tire dealers during the pilot phase? If so, can we get a copy of the crosstabs and report in preparation for our proposal?
- A57. CIWMB is not aware of any surveys conducted.
- Q58. Contract Provisions: With regard to Electronic Waste recycling and other provisions of the contract, does this pertain only to offices in California, nationwide or globally?

A58. **Pertains to all dealings with the contract**

Q59. Contract Provisions: Are the contract terms and conditions negotiable?

A59. **Other than changes identified in published addenda to the RFP, the terms and conditions of the contract are not negotiable.**

Q60. Contract Provisions: Will non-public information provided in the proposal (pricing, financial information, etc.) be kept confidential under the PRA and/or PCC?

A60. **Any information that qualifies as confidential or a trade secret(s) under the Public Records Act (PRA) or the Public Contract Code (PCC) and is thus exempt from disclosure under those statutes must so be marked by the proposer prior to submission to the CIWMB. Any claims of confidentiality or trade secret(s) except as to information that qualifies as such under the PRA or PCC may result in disqualification.**

The CIWMB will hold information deemed confidential or trade secret(s) by the proposer to the extent allowable by the California Public Records Act and the Public Contract Code

Q61. Contract Provisions: What does it mean to be eligible to contract with the State of California pursuant to PCC 10286?

A61. **Please refer to Public Contracts Code Sections 10286 and 10286.1. The CIWMB is not permitted to give legal advice. If you have specific concerns about your eligibility to contract with the State of California pursuant to these sections, please consult your legal counsel.**

Q62. Contract Provisions: There is a reference on page 21 of the RFP document to providing good title to all trademarkable materials. While we can assign any trademarkable rights of ours that may exist, we cannot guarantee that anything we produce will be trademarkable. Is this sufficient?

A62. **–The CIWMB does not require that the contractor guarantee that it will develop copyrightable and/or trademarkable materials during the course of the contract, the CIWMB must be provided with Title to any such copyrightable or trademarkable materials that are developed during the contract. This provision does not apply to any of the contractor’s trademarks or copyrights that might exist prior to the contract.**

Q63. Budget: Specific Services performed by subcontractors are to be shown on the Cost Proposal Work Sheet. You’re looking for itemized costs (special events, collateral, etc.) rather than hourly rates for subcontractors, right?

A63. **A total cost breakdown for the subcontractor**

Q64. Budget: On a percentage basis, how were previous contract dollars allocated across major elements listed in the scope of work?

A64. **Bidders will need to allocate costs to tasks according to their methodology on this solicitation.**

Q65. Budget: Are we correct in assuming that RFP requirements related to “proposer” such as business licenses and financial statements apply only to the prime

contractor? In other words, can you confirm that you do not require such materials from subcontractors?

- A65. Correct, but it would be a benefit to the prime contractor (proposer) to make sure their subcontractors business licenses are current and their financial status is in good standing.
- Q66. Budget: Does the budget include the development, production and distribution of collateral materials? What quantity of materials would you anticipate or have you produced in the past?
- A66. Yes. Quantities are unknown at this point without establishing what type of materials are being proposed. However, consider that we are conducting a statewide effort.
- Q67. Budget: How much of the contract is allocated to advertising and media buying versus public relations and partnership development?
- A67. The proposer should make these recommendations.
- Q68. Budget: The RFP calls for a maximum \$2.4 million budget. Is it expected that all \$2.4 million should be used for the cost proposal?
- A68. See answer to question #23. Proposers should carefully review the Evaluation and Selection portion of the RFP so that they clearly understand the evaluation process. Although this is an RFP (Secondary), and therefore the low bid is not the sole determining factor, this is still a competitive bidding process and cost is a factor in determining the successful proposer. Therefore, it is not necessarily assumed that the successful proposer will use the entire \$2.4 million for its cost proposal.
- Q69. Budget: The cost proposal asks for hourly rates, benefit costs, direct and indirect costs, etc. If all costs are included in hourly rates and that is the way an agency customarily calculates costs, can we simply make that statement and provide hourly rates? Or, must the individual items be broken out separately?
- A69. Individual items must be broken out separately and all costs identified.
- Q70. Proposal: From the schedule, it doesn't look as though there Will Be oral presentations. Will there be any oral presentations or other form of additional response requested of the finalists?
- A70. No oral presentations required
- Q71. Proposal: Under Task B3 (p. 14), what is meant by "in coordination with CIWMB's graphics department"?
- A71. CIWMB would like to use its in-house resources as much as possible including graphic design. Contractor would need to coordinate with CIWMB graphics department on material design.
- Q72. Proposal: Under Task B4 (p. 15), can we see the "previously distributed material" referenced herein?
- A72. Attached to this addendum..
- Q73. Proposal: Under task C2 (p.15), does the Contractor have to budget for the review by the technical editor?

A73. Yes

Q74. Proposal: Do you expect spec creative in the proposal?

A74. No.

Q75. Proposal: Who will be evaluating the proposals?

A75. CIWMB staff members that will be working with the contractor

Q76. Proposal: As a publicly traded company, we cannot disclose specific financial information as covered by Sarbanes Oxley. How should we address this?

A76. We are not certain precisely what concerns you have regarding Sarbanes-Oxley., The information required by the RFP is necessary for the CIWMB to determine the successful proposer. The CIWMB is not permitted to give legal advice. If you have specific concerns pertaining to Sarbanes-Oxley, please consult your legal counsel.

Q77. Proposal: The RFP specifies that all subcontractor work estimated over \$5,000 requires competitive bids. If agencies partner together on the RFP, will the winning lead agency be required to bid out for subcontracted work once the RFP is awarded or will partnering agencies be viewed as a package?

A77. The RFP does not specify this policy.

Q78. Proposal: Are there any milestones or key decisions (e.g. related to funding or pending legislation) that would impact the scope/direction/rollout of the campaign? If so, what are they? What is their expected timing?

A78. Nothing is expected

Q79. Proposal: Could the current state fiscal situation adversely affect budget for this program?

A79. Funds for the current fiscal year have been allocated. Fiscal Year 09/10 funding is contingent on funding availability and passage of the FY 2009/10 Budge Act.

Q80. Proposal: What kind of samples of work (p. 8) are you looking for? How many copies of these should be submitted with the proposal?

A80. Proposer should submit material that exemplifies similar work performed which has been deemed successful.

Q81. Outreach Program Components: Are you looking for a similar program as what was done in Fresno and the Bay area?

A.81 Similar in message but this will take on the branding of Drive Healthy campaign

Q.82. Outreach Program Components: Are there any specific geographic regions to focus on?

A82. Efforts should be statewide

Q83. Outreach Program Components: Is there any existing creative that is expected to be used for this program?

A83. We will look for new creative to emulate Drive Healthy campaign

Q84. Outreach Program Components: If existing creative is to be used, are there talent fee agreements that we should account for in our budget? If so, how much per year should we include?

A84. No talent fees expected

Q85. Outreach Program Components: What is the average amount of time we should anticipate for approval of advertising material and of PR materials?

A85. Approval time will vary depending on item(s) being approved, but approval should take no more than 5 business days.

Q86. Outreach Program Components: What type of communications challenges has CIWMB faced in the past on these kinds of campaigns?

A86. The message is well received and most audiences are receptive. Greatest communications challenges involve getting more retailers and distributors on board.

Q87. Outreach Program Components: Who is specific target audience? Any particular demographics? What is the priority between consumers vs. partner?

A87. See answer to question #12.

Q88. Outreach Program Components: Are there any priority markets (cities, counties) in the state?

A88. No priority markets but look to proposer for suggested markets.

Q89. Outreach Program Components: Will the winning firm keep and maintain any current partnerships in addition to developing new ones?

A89. Yes

Q90. Outreach Program Components: What are the greatest obstacles to improved tire maintenance, disposal and purchase of longer-life tire?

A90. Campaign requires that drivers change their behaviors to incorporate tire sustainability message.

Q91. Outreach Program Components: In the past, have low-income and/or ethnic minority households and communities been more or less targeted than other households/communities by these kinds of programs?

A91. Previous efforts focused on Spanish speaking and Cantonese speaking audiences as primary.

Q92. Outreach Program Components: Does the CIWMB have authorized spokespersons who are fluent in languages other than English and/or with expertise in communities other than the general public?

A92. Yes, Spanish and Cantonese

Q93. Outreach Program Components: The RFP specified outreach in English, Spanish, and Cantonese. While there is a large Cantonese-speaking population in San Francisco, where the Tire Sustainability Consumer Baseline Survey was conducted, there are also significant populations of other Asian ethnicities in other

parts of California (e.g. Mandarin-speaking Chinese and Korean in LA). Are these other Asian ethnicities also primary targets for this RFP?

A93. **If proposer can fit it into their proposed budget this would a good benefit to the campaign.**

Q94. Outreach Program Components: Also relatedly, if other Asian ethnicities (that were no part of the original Tire Sustainability Consumer Baseline Survey) were targeted, there may be no baseline for measurement. In such case, are there additional budget allocated for determining the baseline for those ethnicities?

A94. **Not at this time**

Q95. Outreach Program Components: Should the budget include costs for purchasing television and radio advertising time in the event that the PSAs are not accepted for donated time by the broadcast outlets?

A95. **Yes**

Q96. Outreach Program Components: Will BAR or other public partners be contributing towards the cost of advertising and/or marketing materials?

A96. **Contributions from partners have not been identified, however CIWMB hopes to partner on advertising costs during this contract.**

Q97. Outreach Program Components: Can the contractor's presentation be done via remote video presentation?

Q98. **Yes**

Q99. Measurement: What specifically will CIWMB consider a successful campaign?

A99. **Increase in consumer awareness and changes in consumer behavior reflecting that awareness.**

Q100. Measurement: Are there any markets or demographic subgroups that we need to measure in the survey, or will we be evaluated only on statewide improvements?

A100. **Statewide measurement**

Q101. Measurement: In the performance of the contract, are we expected to use the same survey questionnaire that was used in the 2006-2008 pilot study?

A101. **Need to keep consistent**

Q102. Measurement: Given that the initial and follow-up surveys were conducted only in San Francisco and Fresno counties, is it expected that for this program new initial and follow up surveys would be conducted statewide?

A102. **Yes**

Q103. Why was the Proposer's Conference (Teleconference) cancelled?

A103. **Staff believed questions could easily be answered through email communications and postings without the need to cause undue travel.**

Q104. Who conducted the outreach and education campaign on tire care referenced in Section 1 Overview, Service need of the RFP? How were the two specific markets

(Fresno and Bay Area) chosen? Is more information about that campaign and its results available before the proposal due date, and if so, where?

A104. **Ogilvy PR. Markets were chosen for their dominance of specific languages that CIWMB looked to engage. Attached to this addendum.**

Q105. Is information about the Tire Sustainability Consumer Baseline Survey, including the methodology used and the results, available for review before the proposal due date, and if so, where?

A105. **Attached to this addendum.**

Q106. Does CIWMB have a incumbent for this contract? If so, who is it?

A106. **See answer to question #9.**

Q107. *Section VI, Description of Work, Task B,4.:* Can you elaborate on what “marketing materials” CIWMB would like to see? Does this include printed materials only, or also other methods, e.g. web-based? Do the “items” mentioned refer to promotional items, i.e. give-aways?

A107. **Materials might include but by no means be limited to items such as posters, print/web ads, POS, etc**

Q108. Can you elaborate on the contractor’s role in modifying BARS’s website www.DriveHealthy.com (*Section I: Service Need*) – besides coordination, does this involve website content development and/or graphic design?

A108. **CIWMB would like to expand on the tire sustainability portion of the website in coordination with BAR**

Q109. *Section I: Services Need* mentions the goals established in the Five-year-Plan (2007/08) through 2011/12). Are there any specific milestones within the contract time frame (Feb 09-Feb11)?

A109. **Not at this time**

Q110. Will the contractor be expected to identify the “State agencies that have stake in proper tire inflation” (*Section I: Services Needed*) or have those been determined? If so, who are the agencies?

A110. **BAR, Caltrans, ARB and CHP are some of the existing agencies with a stake in the tire sustainability message.**

Q111. Does the budget of \$2.4 million include costs beyond labor, e.g. for material production (e.g. print, promo items) and/or media placement (e.g. air time)?

A111. **Budget includes all contract costs.**

Q112. Will CIWMB assist Small Business in identifying interested bidders to subcontract with?

A112. **Yes, see attached contact lists. Also the following will help to find a SB, MB, or DVBE subcontractors: (1) DGS web-site - <http://www.pd.dgs.ca.gov/smbus/default.htm>; (2) DVBE California Alliance rich.dryden@cadvbe.org - Rich Dryden 916.446.3510 and (3) CIWMB, Colleen Rubens at 916.341.6124 – crubens@ciwmb.ca.gov.**

Q113. Page 6, Payment Withhold: Is it possible to have the net paid media portion of the budget exempted from this withholding? This is standard practices at other agencies because the media will not agree to wait for their full payment once the media has run. As written, the policy would be a huge financial burden on a contractor to have to absorb the media's portion for two years – particularly considering your commitment to working with certified small business.

A113. **The net paid media portion of the budget can be exempted from the 10% withhold requirement.**

Q114. Page 12, References: Are references also requested for subcontractors?

A114. **No**

Q115. Page 17, Cost Points: Is it possible for the low cost calculation to exclude hard costs and be applied only to the portion of the budget that each proposer intends to keep for their compensation (hourly fees, media commissions- if any, fringe benefits, profit and overhead)? As written, this scoring criteria will result in the highest scorer being the firm that gives back to CIWMB the greatest proportion of the original budget that could have been put toward paid media for the benefit of the campaign. It does little to encourage bidders to keep their costs low, but greatly encourages minimizing the paid media costs.

A115. **No. The low cost calculation applies to the entire budget.**

Q116. Page 19, Work to be Performed Cont.: How will paid media delivery be judged? On costs only? Or on delivery of reach and frequency achieved and guaranteed added value that will provided from leveraging the media budget? If the latter, how and where does CIWMB want media delivery and added value to be disclosed, and what will be the points available for achieving high reach, frequency and added value for the campaign?

A116. **Paid media costs should be disclosed in the cost proposal sheet. Reach and frequency should be identified as part of the Proposer's methodology, and will be taken into consideration during proposal evaluation.**

Q117. Page 29, C Evaluation of Results, 1. Measurement: Do cost for this survey need to be included in bidder's proposals?

A117. **Yes**

Q118. Page 25, Cost Proposal Sheet: Where on the cost worksheet would you like hard costs like media to be shown? Shall each medium be broken out individually for each market? Are media commissions allowed to be charged or is media planning and buying to be compensated only through hourly fees? If commissions are allowed, where do you want the commission rates and amounts to be disclosed?

A118. **All costs, including commissions, should be identified on the Cost Proposal Worksheet. You may expand the worksheet if necessary, while maintaining the same format.**

Q119. Is there an incumbent agency that you are working with or have worked with for this in the past? If so who is the agency?

A119. **See answer to question #9.**

All other terms, conditions, and requirements of this RFP will remain the same.

Cost Proposal Worksheet

Complete this form and submit with original proposal package.

This form should be prepared to accurately reflect the cost of all items mentioned in the "Scope of Work" of this RFP or reasonably infer as necessary to complete the work within the intent of the Agreement. For some proposals, it may be more appropriate to break down the Contractor's costs by an hourly rate.

IN ADDITION TO THE FORM BELOW, EACH PROPOSER IS REQUIRED TO SUBMIT A BREAKDOWN OF PERSONNEL AND ASSOCIATED HOURLY RATES FOR THOSE COSTS REFLECTED IN THE LABOR CATEGORY BELOW. THIS HOURLY RATE BREAKDOWN WILL BECOME PART OF THE SUCCESSFUL PROPOSER'S CONTRACT.

Tire Sustainability Outreach

Task A: Work Plan Development and Revise if Needed

\$ _____

Labor (Person Hr x Rate) _____

Non-personnel (Supplies, etc) _____

Fringe Benefits _____

Overhead _____

Other, if applicable (Specify) _____

Task B: Video/Radio PSA Development

\$ _____

Labor (Person Hr x Rate) _____

Non-personnel (Supplies, etc) _____

Fringe Benefits _____

Overhead _____

Other, if applicable (Specify) _____

Task C: PSA Distribution

\$ _____

Labor (Person Hr x Rate) _____

Non-personnel (Supplies, etc) _____

Fringe Benefits _____

Overhead _____

Other, if applicable (Specify) _____

Task D: Print Development/Ad Buying

\$ _____

Labor (Person Hr x Rate) _____

Non-personnel (Supplies, etc) _____

Fringe Benefits _____

Overhead _____

Other, if applicable (Specify) _____

Task E: Media/Publicity Strategy Development/Implementation

\$ _____

Labor (Person Hr x Rate) _____

Non-personnel (Supplies, etc) _____

Fringe Benefits _____

Overhead _____

Other, if applicable (Specify) _____

Task F: Partnership Program

\$ _____

Labor (Person Hr x Rate) _____

Non-personnel (Supplies, etc) _____

Fringe Benefits _____

Overhead _____

Other, if applicable (Specify) _____

Task G: Materials Development		\$ _____
Labor (Person Hr x Rate)	_____	
Non-personnel (Supplies, etc)	_____	
Fringe Benefits	_____	
Overhead	_____	
Other, if applicable (Specify)	_____	

Project Evaluation

Task E: Measurement of Results		\$ _____
Labor (Person Hr x Rate)	_____	
Non-personnel (Supplies, etc)	_____	
Fringe Benefits	_____	
Overhead	_____	
Other, if applicable (Specify)	_____	

Task F: Reporting		\$ _____
Labor (Person Hr x Rate)	_____	
Non-personnel (Supplies, etc)	_____	
Fringe Benefits	_____	
Overhead	_____	
Other, if applicable (Specify)	_____	

Total Bid Price		\$ _____
------------------------	--	----------

(General project overhead should not exceed 15% of bid)

Travel required to meet the scope of this project shall be included in the total bid. Applicable travel costs will be charged at the state approved rate and will be pre-authorized by the CIWMB Contract Manager.

Submitted by:

Company Name: _____

Company Address: _____

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Authorized Official & Title _____

Signature of Official & Date _____

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Tire Sustainability Campaign Residential Survey Baseline Findings

September 2006

Submitted to:

California Integrated Waste Management Board (CIWMB)



Submitted by:

The Applied Management & Planning Group

Gomez Research

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EXECUTIVE SUMMARY

In 2006, the California Integrated Waste Management Board (CIWMB) initiated a Tire Sustainability Campaign in San Francisco and Fresno Counties to increase proper tire maintenance and disposal. The campaign promotes regular tire maintenance, the purchase of long-lasting tires, proper tire disposal, and other waste reduction practices among residents. The program was initiated as part of a larger effort to meet tire waste mandates established by the California Recycling Act of 1989 and Senate Bill 876 in 2000.

To evaluate the effectiveness of the campaign and to guide the development of the program, the Applied Management & Planning Group (AMPG) and Gomez Research were contracted to conduct a residential survey prior to the launch of the campaign. The purpose of the survey was to gather baseline information about residents' awareness of proper tire maintenance practices and their compliance with those guidelines. Findings presented here will be used to compare changes in awareness and behavior over time.

A total of 601 residential surveys were conducted, yielding an overall margin of error of ± 4 percent at the 95 percent confidence level. A total of 200 surveys were conducted with English-speaking residents, 200 with Spanish-speaking residents, and 200 with Cantonese-speaking residents, yielding a margin of error of ± 7 percent for each language group. The sample was evenly divided between San Francisco and Fresno Counties, and between men and women. All differences presented below are statistically significant at the .05 level, unless otherwise noted.

Key Findings

Awareness of Practices that Extend Tire Life

- **Respondents were most familiar with the need to check tire inflation, followed by tire rotation. Few respondents were aware, without prompting, that maintaining a car's alignment extends tire life.** When asked what practices they were aware of that could increase the life of their tires, more than three-quarters (77 percent) of all residents surveyed cited the need to check their tire inflation, and more than half (60 percent) mentioned tire inflation first when asked to name all the practices they were aware of. In addition, more than half (52 percent) of all residents surveyed were aware that rotating and balancing tires extends tire life. In contrast, less than one-in-five residents surveyed (18 percent) were aware that they need to maintain their cars' alignment.
- **While most residents were aware that they should inflate and rotate their tires, responses varied significantly by education, gender, and language spoken.**¹ Residents with a college degree were statistically more likely to be aware that checking tire inflation and rotating tires extends tire life. Women were more likely than men to report "don't know" when asked what tire maintenance practices they were aware of. In addition, English-speaking respondents were more likely than non-English speaking

¹ Significant at the 90 percent confidence level.

respondents (Spanish and Cantonese speakers combined) to be aware of the need to check tire inflation or rotate their tires.

Proportion of Retailers Providing Tire Maintenance Information

- **More than two-thirds of respondents (69 percent) reported that they had made a tire purchase within the last two years.** English-speaking respondents, however, were more likely than non-English speaking respondents (Spanish and Cantonese combined) to report that they had never purchased tires for their car, van, or truck.
- **Among those respondents who purchased tires, half received tire maintenance materials from the retailer at the point of purchase, although English-speaking respondents were statistically more likely to have received such materials than were other groups** (57 percent among English-speaking respondents, compared to 42 percent among Spanish-speaking respondents and 18 percent among Cantonese speakers.) Findings suggest that tire retailers might not have tire maintenance information available in Spanish and Chinese.

Perceived Benefits of Properly Maintaining Tires

- **Respondents overall and within each language rated tire safety as more important to them than the environment, fuel economy, or long-lasting tires.** Women were more likely than men to identify safety as a priority, while men were more likely to identify fuel economy. There was no statistical difference between the importance ratings of the environment versus fuel economy among respondents overall, among English-speaking respondents, or among Spanish-speaking respondents. Cantonese-speaking respondents, however, did rate the environment as more important than fuel economy. In general, non-English speaking residents placed more importance on environmental protection than did non-English speaking residents.
- **While safety is clearly a priority for the residents surveyed, only 60 percent were aware that properly maintaining tires increases safety. Awareness for other benefits of tire maintenance was also low.** While more than three-fourths of all residents surveyed reported that protecting the environment was “very important” to them, only 8 percent were aware that maintaining their tires properly is good for the environment. Similarly, three-fourths of residents surveyed reported that fuel economy was “very important,” and yet only 30 percent correctly identified saving money on gas as a benefit of properly maintained tires.

Perceived Risk of Discarded Tires on the Environment

- **Most residents surveyed recognize discarded tires as a significant risk to the environment, as evidenced by an average score of 4.4, on a scale of one to five, where five is a “significant risk.”** Spanish- and Cantonese-speaking respondents were more likely than English-speaking respondents to perceive discarded tires as a significant risk to the environment.

- While most residents consider discarded tires to be an important environmental threat, few identified environmental protection as a benefit of tire maintenance.

How Frequently Residents Check Tire Inflation

- Despite high awareness among residents about the need to check tire inflation, less than half of all residents surveyed reported checking their tire inflation regularly (at least once a month).
- Spanish-speaking residents were significantly more likely than other groups to check their tire inflation frequently, exceeding even CIWMB's guidelines. Eight-out-of-ten Spanish-speaking residents surveyed reported checking their tire inflation once a month, and more than half of those residents check their tires at least once a week.

How Frequently Residents Rotate Tires

- Residents surveyed were more likely to report that they rotate their tires on a regular basis than check their tire inflation, with 59 percent of all residents surveyed reporting that they rotate their tires every 8,000 miles or once a year, as presented in Figure 13. Cantonese-speaking respondents were less likely than other groups to report that they rotate their tires on a regular basis, 42 percent compared to approximately 60 percent among English- and Spanish-speaking respondents. (A total of 70 percent of respondents reported that they have checked their tire rotation at least once.)

Reasons for Not Properly Maintaining Tires

- Among respondents overall, the most frequently cited reasons for not regularly maintaining tires were "no need," followed by "lack of time." Cantonese speakers were more likely to report that they did not know how to rotate their tires (30 percent) compared to English- and Spanish-speaking respondents.

Exposure to Public Education and Outreach

- Fewer than one-third of all residents (30 percent) surveyed recalled seeing or hearing information on tire maintenance and disposal, which indicates low market penetration. Cantonese-speaking respondents were the least likely to report that they had seen or heard such information, with only 9 percent reporting that they could recall advertising or public information on the topic. Recall was highest among Spanish-speaking respondents, with four-out-of-ten Spanish-speaking residents reporting that they remember information on tire maintenance or disposal.
- When asked where they had seen or heard the information, more two-thirds of all respondents cited television (64 percent), followed by radio (23 percent).
- Among those respondents who remembered a specific message, most cited proper disposal procedures, followed by tire inflation and/or rotation.

Conclusions and Recommendations

Efforts by the California Integrated Waste Management Board to increase the proportion of California residents who practice proper tire maintenance and other waste-reduction activities are needed. Less than half of all residents in San Francisco and Fresno Counties regularly check the inflation on their tires, and only six out of ten rotate their tires on a regular basis. Past outreach by CIWMB and other entities has increased general public awareness of tire maintenance practices, but many residents continue to lack the information they need to stimulate a change in behavior. Specifically, findings suggest that while general familiarity with tire maintenance is relatively high, many residents lack the following: (1) a strong understanding for what constitutes proper tire maintenance; (2) awareness that tire maintenance can be easy and convenient; and (3) a conviction that tire maintenance is important.

Based on these findings, we recommend the following strategies to boost proper tire maintenance practices.

Recommendation 1: Incorporate specific details about tire maintenance practices in campaign materials, including how frequently to check tire inflation and rotation. Despite high awareness among residents about the need to check tire inflation, and a high proportion of respondents who reported checking their tire inflation at least once, less than half of all residents surveyed reported checking their tire inflation as often as recommended. Similarly, most respondents reported having checked their tire rotation, but only 59 percent do so every 8,000 miles or every 12 months. When asked why they do not inflate or rotate their tires more often, respondents most frequently cited “no need.”

Recommendation 2: Convey the message that regular tire maintenance is easy and convenient. When asked why they do not inflate or rotate their tires more often, many respondents cited lack of time, the second most frequently cited reason after “no need.” Studies on recycling and waste reduction behavior indicate that properly motivated, people will act responsibly if they can do so with minimum effort and inconvenience.

Recommendation 3: Focus on increasing the public’s awareness of the *benefits* of properly maintaining tires, particularly safety. While safety is clearly a priority for the residents surveyed, only 60 percent were aware that properly maintaining tires increases safety. In addition, while more than three-fourths of all residents surveyed reported that protecting the environment was “very important” to them, only 8 percent were aware that maintaining their tires properly is good for the environment. Similarly, three-fourths of residents surveyed reported that fuel economy was “very important,” and yet only 30 percent correctly identified saving money on gas as a benefit of properly maintained tires. Increasing awareness of the benefits might motivate more people to check their tires regularly.

Recommendation 4: Consider distributing or posting tire maintenance information at mechanic and dealership locations in addition to tire retailers. Almost one-third of residents surveyed reported that they had not made a tire purchase in the last two years. Moreover, English-speaking respondents were more likely than non-English speaking respondents (Spanish

and Cantonese combined) to report that they had *never* purchased tires for their car, van, or truck. These finding suggests that more English-speaking residents may own or lease new cars, which do not require tire replacement, and points to the possible value of conducting outreach at other venues.

Recommendation 5: Promote the posting or distribution of tire maintenance information by retailers, mechanics, and dealerships in multiple languages, notably Spanish and Chinese. Among those respondents who purchased tires, only half received tire maintenance materials from the retailer at the point of purchase. Moreover, English-speaking respondents were more likely to have received such materials than were other groups (57 percent among English-speaking respondents, compared to 42 percent among Spanish-speaking respondents and 18 percent among Cantonese speakers), suggesting that tire retailers might not have tire maintenance information available in multiple languages.

Recommendation 6: Increase outreach efforts to the Chinese-American community. Cantonese-speaking respondents were less likely to be aware of the need to check tire inflation (prompted and unprompted combined); reported lower exposure to public service announcements and other outreach efforts; and were less likely to check their tire inflation at all or to rotate their tires on a regular basis than were other groups.

INTRODUCTION

California generates over 40 million reusable and waste tires each year. An estimated 1.5 million waste tires already exist statewide, presenting significant health and environmental risks. As part of an effort to reduce tire waste, the California Integrated Waste Management Board (CIWMB) initiated a public education campaign in 2006 to increase proper tire maintenance and disposal. The Tire Sustainability Campaign, currently being piloted in San Francisco and Fresno Counties, promotes regular tire maintenance, the purchase of long-lasting tires, proper tire disposal, and other waste reduction practices among residents. The program was initiated as part of a larger effort to meet tire waste mandates established by the California Recycling Act of 1989 and Senate Bill 876 in 2000.

To help evaluate the impact of the Tire Sustainability Campaign on waste reduction in San Francisco and Fresno Counties, a telephone survey was designed to measure increases in: (1) the proportion of residents aware of proper tire maintenance practices and benefits; and (2) the proportion of residents who regularly maintain their tires or otherwise reduce tire waste. The following report presents the first round of survey findings, collected prior to the launch of the campaign effort. These baseline findings will be used to compare changes in awareness and behavior over time.

It should be noted that the residential survey, like all surveys, has self-reporting bias and should be used in conjunction with results from County and State waste reports to determine the extent to which residents are participating in waste reduction activities. Survey research depends on respondents providing truthful and accurate reports of their activities.

The remainder of this report presents the survey methodology and findings that emerged from the data analyses, and is organized as follows:

- The **Methodology** section, which describes data collection and statistical methods;
- The **Findings** section, documenting tire maintenance participation rates, attitudes regarding tire maintenance, and variations by demographics;
- **Conclusions and Recommendations**; and,
- The **Appendices**, which include the survey instrument with frequencies and open-ended responses.

METHODOLOGY

A total of 601 residential surveys were conducted, yielding an overall margin of error of +/-4 percent at the 95 percent confidence level. A total of 200 surveys were conducted with English-speaking residents, 200 with Spanish-speaking residents, and 200 with Cantonese-speaking residents, yielding a margin of error of +/-7 percent for each language group. The sample was evenly divided between San Francisco and Fresno counties, and between men and women.

Telephone numbers were generated using both random-digit-dialing and random listed sample. For the English-language interviews, telephone prefixes for selected zip codes were identified, and the remaining four digits were randomly generated. The random-digit-dialing sample was augmented with a random listed sample for the Spanish and Cantonese interviews, based on

surname and geographic location. Screening questions were used to exclude individuals who did not own or lease a car, van, or truck, or did not use their vehicle at least three times a week. All respondents were 18 years or older.

The surveys were conducted between August 24 and September 4, 2006 using a computer-assisted telephone interview (CATI) system, in which interviewers read questions from a computer screen and type respondents' answers directly into a database. One third of the surveys were conducted in English, one-third in Spanish, and one-third in Cantonese.

Chi Square, ANOVA, and difference in proportion tests were conducted for all comparative analyses to identify whether observed differences among groups or categories were statistically significant.² All reported differences were statistically significant at the 95 percent confidence level unless otherwise noted.

For a copy of the survey, including frequencies, see **Appendix A**.

Weighting

When all surveys were combined, weights were applied to ensure that completed surveys in English, Spanish, and Cantonese were proportional to the actual number of people in the targeted market who speak those languages. Specifically, the expansion factor applied to each language is N/n , where N is the total number of residents in the actual population who speak a given language in a given county, and n is the number of completed surveys for that language. Once numbers were expanded to represent the actual population, they were weighted back down to the sample size by dividing the expanded total by N/n , where N is the total number of all targeted residents, and n is the total number of residents surveyed. Weighting factors were applied only when findings were presented for respondents overall. U.S. Census data were used to determine the total number of residents who speak each language in the targeted markets.

Report Organization

This report has been organized around the following topical areas:

- Awareness of Practices that Extend Tire Life;
- Proportion of Retailers Providing Tire Maintenance Information;
- Perceived Benefits of Properly Maintaining Tires;
- Perceived Risk of Discarded Tires on the Environment;
- How Frequently Residents Check Tire Inflation;
- How Frequently Residents Rotate Tires;
- Reasons for Not Properly Maintaining Tires; and,
- Exposure to Public Education and Outreach.

The next section of this report presents study findings.

² A statistically significant difference means that the difference among groups is not by chance, and that a real difference exists among groups.

FINDINGS

This section presents a profile of respondents surveyed in 2006, followed by detailed findings regarding residents' awareness of proper tire maintenance practices and their compliance with those standards.

Profile of Residents Surveyed

Table 1 presents the ethnic distribution of households surveyed. Approximately one-third of the residents surveyed identified themselves as Hispanic/Latino (37 percent), one-third as Asian (36 percent), and just under one-quarter Caucasian (22 percent). A total of 2 percent of respondents identified themselves as African-American. Although representation of African-Americans in the sample appears low, African-Americans make-up only 6 percent of all residents in Fresno County and 8 percent of all residents in San Francisco County, which explains their low occurrence in the random sample (U.S. Census Bureau State and County QuickFacts).

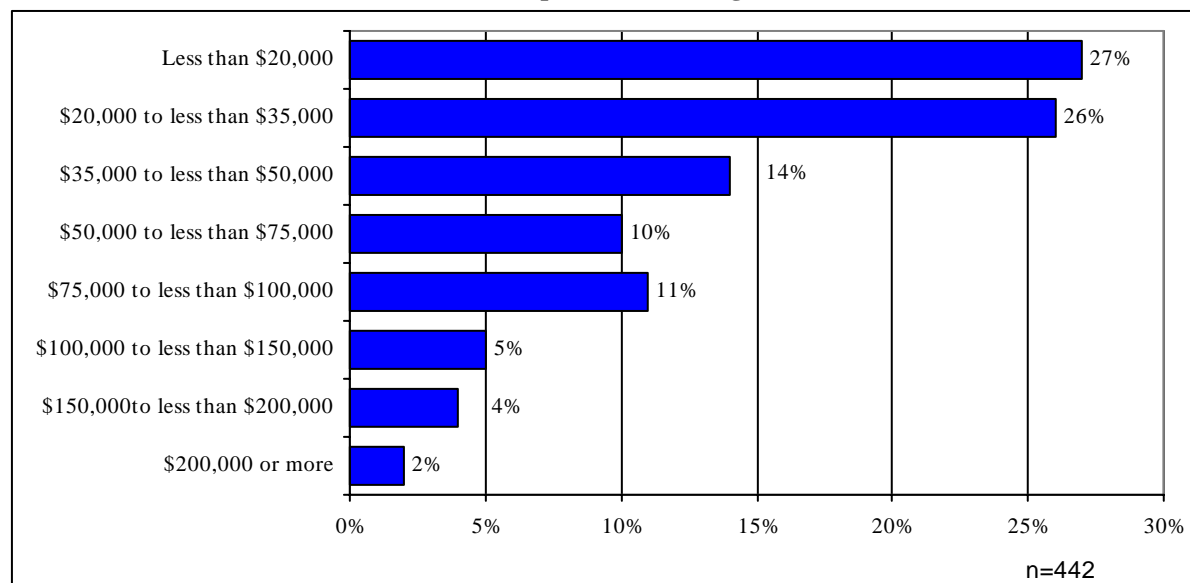
Table 1: Ethnic Distribution of Households Sampled
All Respondents, Unweighted

	Hispanic/ Latino	African- American	Asian	Caucasian	Other	Refused
2006 n=601	37%	2%	36%	22%	<1%	3%

*Table based on: Q21: "Would you please tell me what ethnic group you identify with?"

As seen in **Figure 1**, two-thirds of the households surveyed had incomes below the median household income for California (\$50,000). This skew in the data toward lower income groups reflects the low median income for households in Fresno County, projected at \$36,000 (U.S. Census Bureau State and County QuickFacts, compiled 2003).

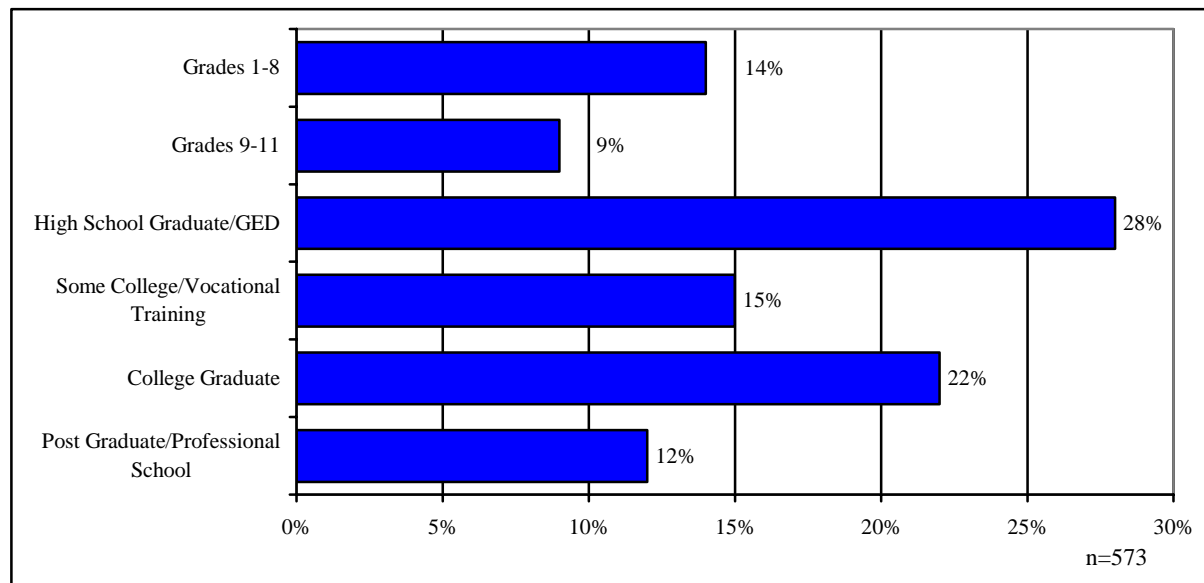
Figure 1: Income Distribution of Households Sampled
All Respondents, Unweighted



*Chart based on Q22: "I am going to read some categories of household income. Please stop me when I reach the category of your total 2005 annual household income, before taxes." Base excludes respondents who answered "don't know/refused."

Figure 2 presents the educational level of respondents. The highest level of education for half the households surveyed was a high school diploma. A total of 15 percent reported having some college or vocational training, and one-third (34 percent) reported have a college or post-graduate degree.

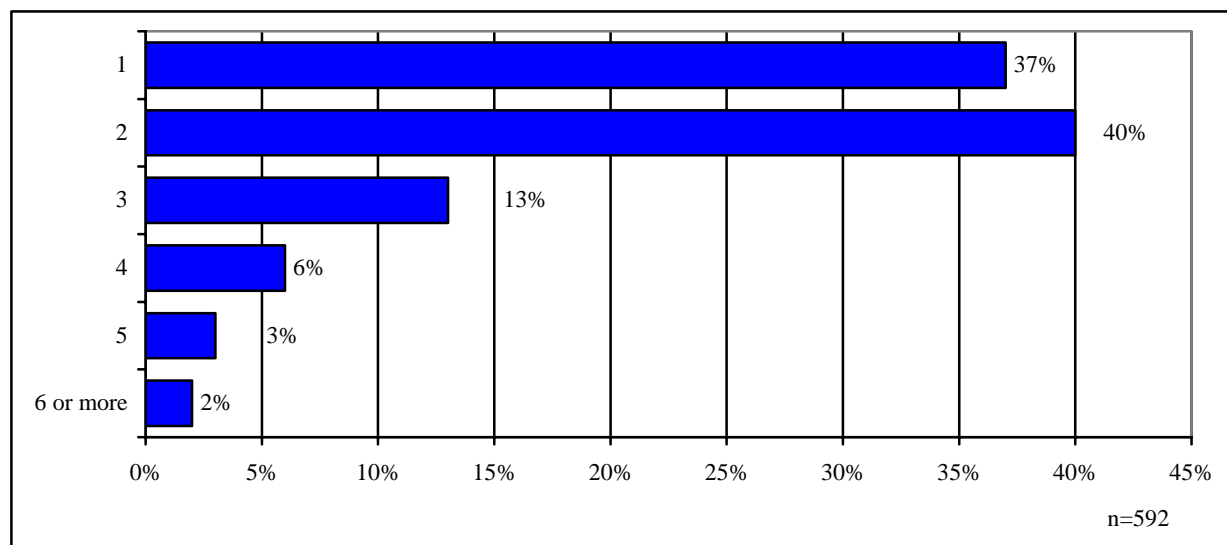
Figure 2: Educational Level of Households Sampled
All Respondents, Unweighted



*This chart is based on Q20: "What is the highest level of school completed by anyone living in your household?" Base excludes respondents who answered "don't know/refused."

More than three-fourths of the households surveyed (77 percent) reported having one or two vehicles. See **Figure 3**.

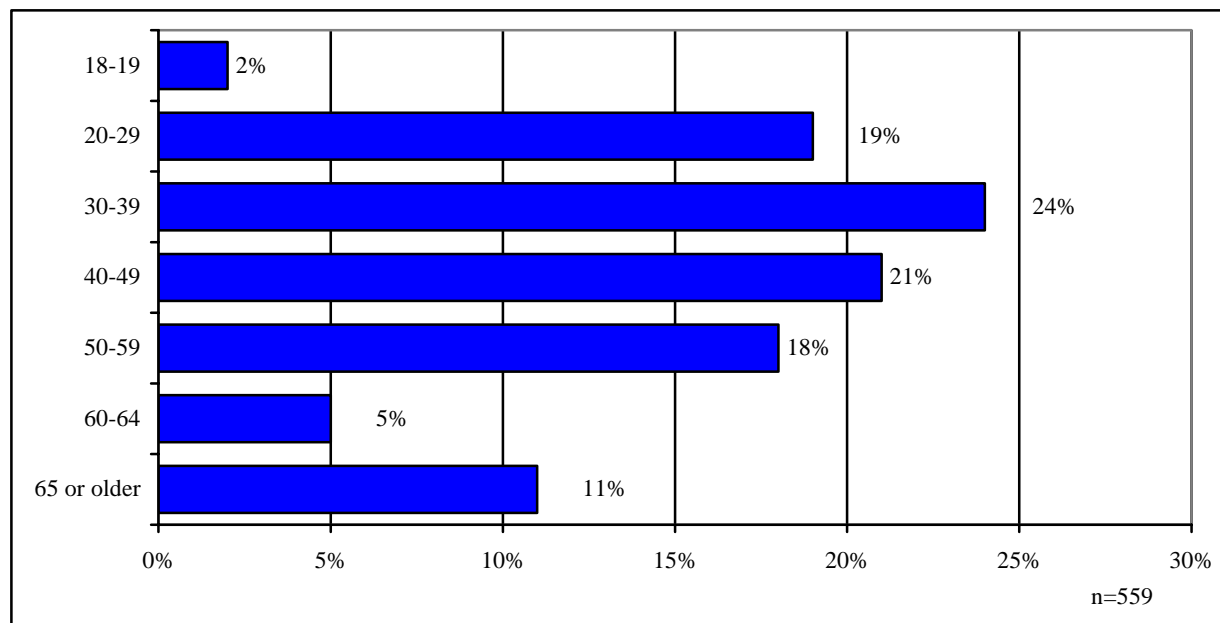
Figure 3: Number of Vehicles Owned or Leased, Households Sampled
All Respondents, Unweighted



*This chart is based on Q18: "How many vehicles does your household currently own or lease?" Base excludes "don't know/refused."

Figure 4 presents age distribution among respondents. Just under two-thirds of respondents surveyed (64 percent) were between the ages of 20 and 49.

**Figure 4: Age of Respondents Sampled
All Respondents, Unweighted**



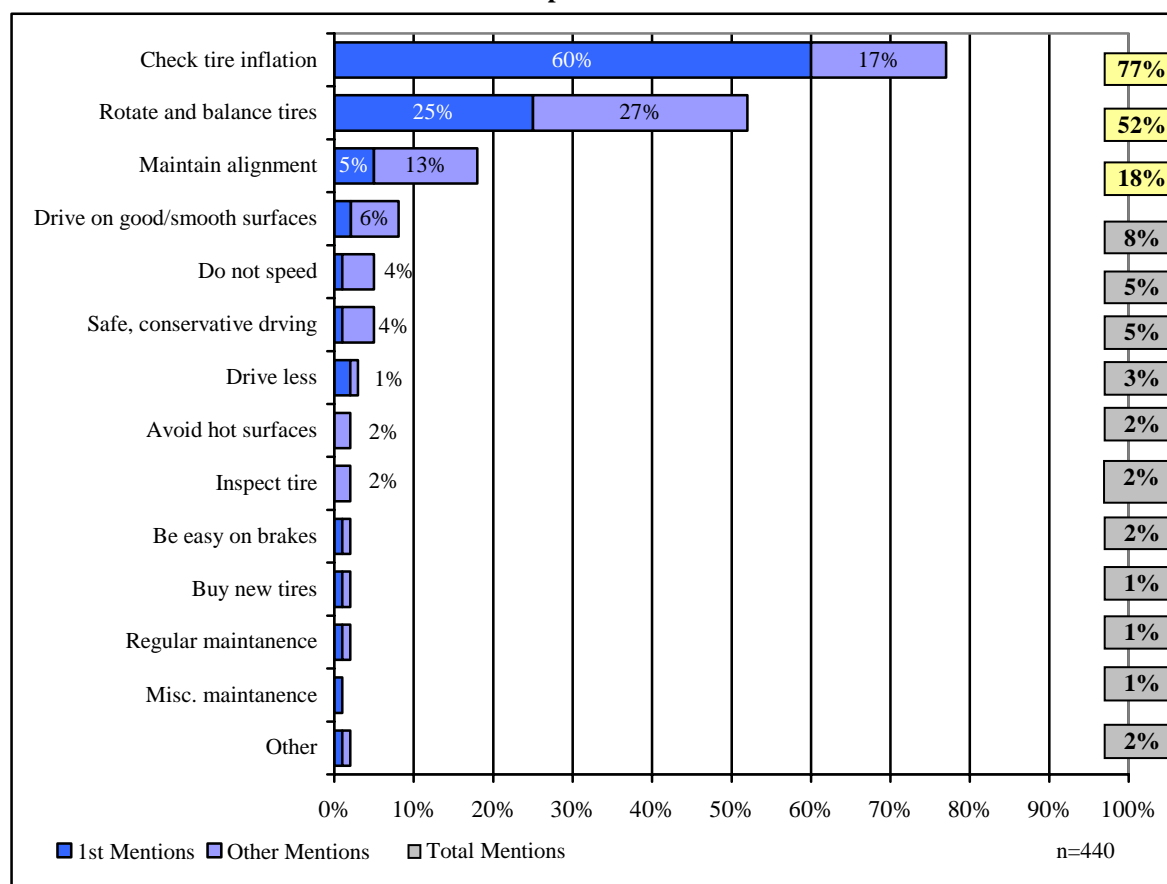
*Chart is based on Q19: "What year were you born?" Base excludes "don't know/refused."

Awareness of Practices that Extend Tire Life

A key objective of the Tire Sustainability Campaign is to increase the proportion of residents who regularly maintain their tires, thereby extending tire life and reducing waste. In order to practice responsible tire maintenance, residents need to know what constitutes proper tire maintenance and they need to be sufficiently motivated to act on that information. To gauge the proportion of residents who are currently aware of proper tire maintenance practices, respondents were asked what activities they were aware of that could increase the life of their tires. Results are presented in **Figure 5**.

Respondents were most familiar with the need to check tire inflation, followed by tire rotation. Few respondents were aware, with prompting, that maintaining a car's alignment extends tire life. More than three-quarters (77 percent) of all residents surveyed were aware that they need to check their tire inflation, and more than half (60 percent) mentioned tire inflation first when asked to name all the tire maintenance practices they were aware of. In addition, more than half (52 percent) of all residents surveyed were aware that rotating and balancing tires extends tire life. In contrast, less than one in five residents surveyed (18 percent) were aware that they need to maintain their cars' alignment.

**Figure 5: Awareness of Practices That Extend Tire Life, Unprompted
Respondents Overall**



*Proportions highlighted in yellow are statistically different from each other and all other proportions at the 95% confidence level.

*Chart is based on Q4: "What practices are you aware of that can increase the life of your tires? Base excludes respondents who answered "don't know/refused."

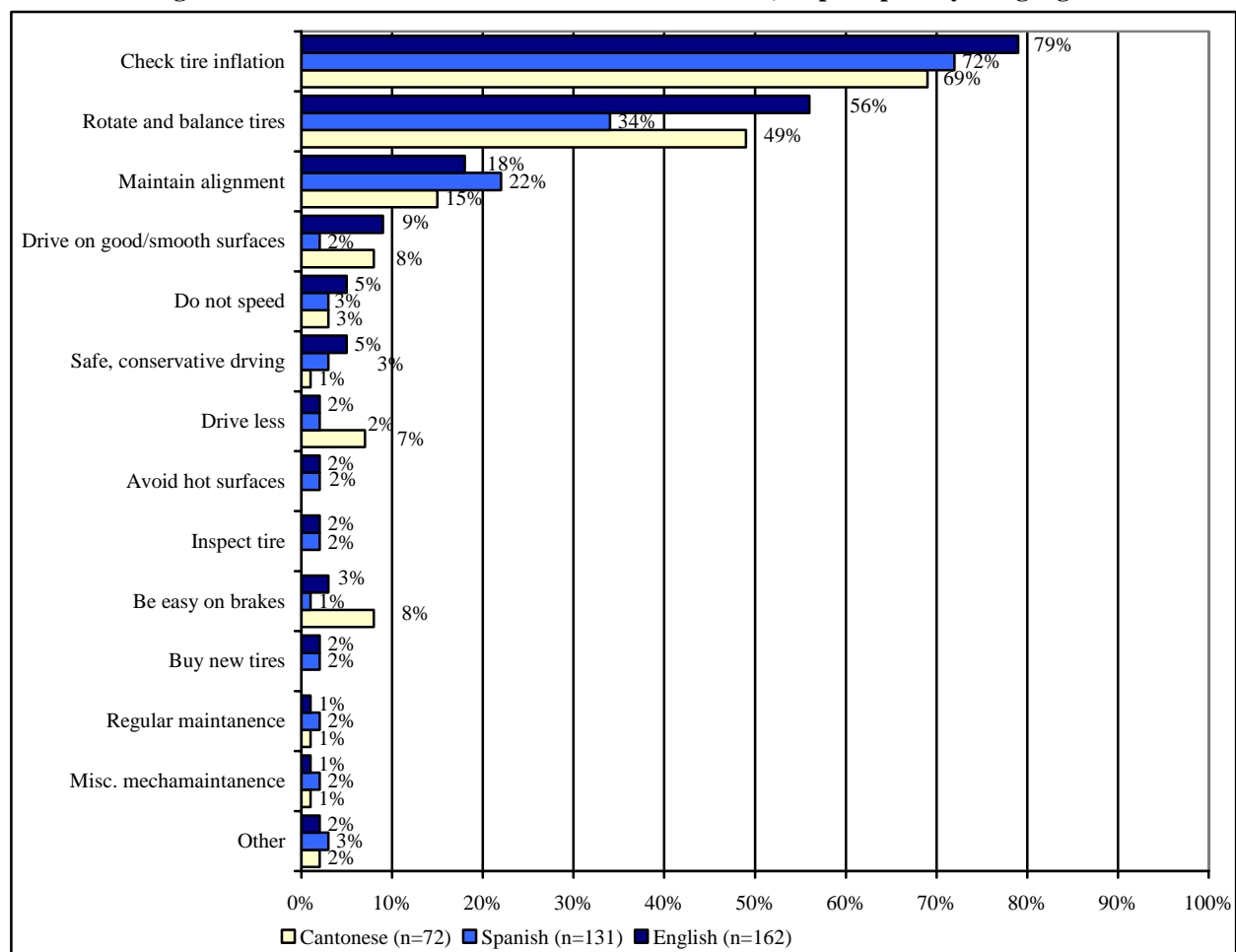
While most residents were aware than they should inflate and rotate their tires, responses varied significantly by education, gender, and language spoken.³ Specifically:

- Residents with a college degree were statistically more likely to be aware that checking tire inflation and rotating tires extends tire life.
- Women were more likely than men to report “don’t know” when asked what tire maintenance practices they were aware of; and,
- English-speaking respondents were more likely than non-English speaking respondents to be aware of the need to check tire inflation or rotate their tires.

Awareness of tire alignment was universally low, and did not vary by demographics.

Figure 6 presents findings by language spoken. Tire inflation was the most widely recognized tire maintenance practice across all language groups, including English, Spanish, and Cantonese.

Figure 6: Awareness of Practices That Extend Tire Life, Unprompted by Language



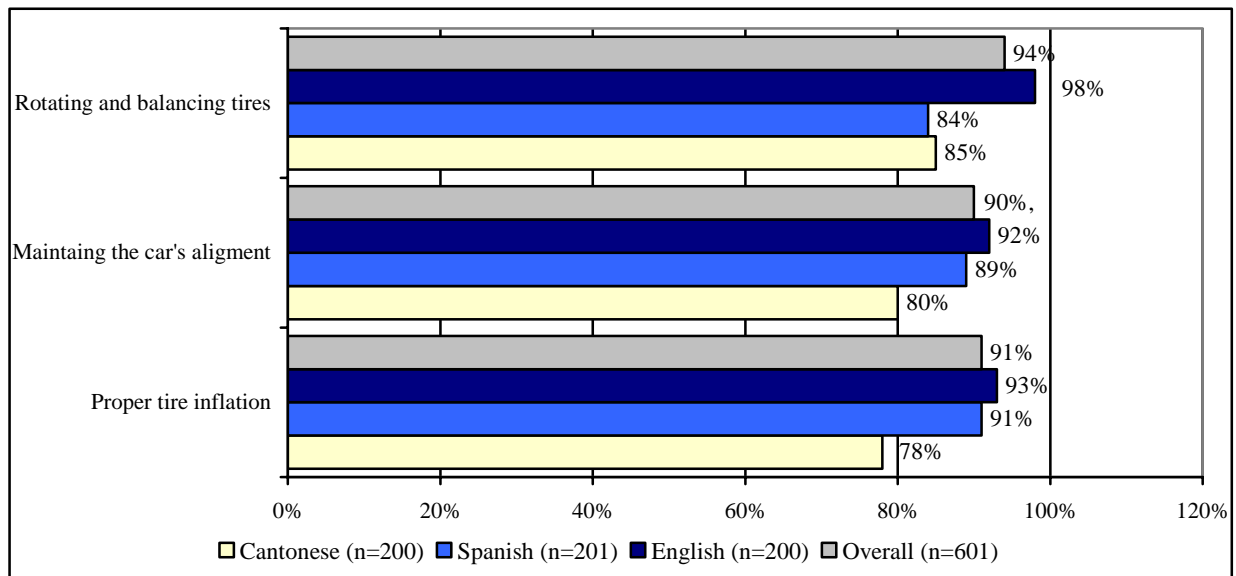
*Chart is based on Q4: “What practices are you aware of that can increase the life of your tires? Base excludes respondents who answered “don’t know/refused.”

Respondents were then asked directly if they were aware of specific tire maintenance practices (prompted). Results are presented in **Figure 7**. **When prompted and unprompted responses**

³ Significant at the 90 percent confidence level.

are combined, awareness levels for all tire maintenance practices appear high, suggesting that most residents have some awareness of proper tire maintenance practices even if they lack top of mind recall or are unfamiliar with specifics.⁴

Figure 7: Awareness of Practices That Extend Tire Life, Prompted and Unprompted Combined Respondents Overall and by Language



*Chart is based on Q4: "What practices are you aware of that can increase the life of your tires?" Q5: Before this survey, were you aware that the following practices can help your tires last longer? Base includes all respondents who took the survey.

⁴ It should be noted that prompted awareness might overstate awareness levels since respondents are reluctant to admit that they are unaware of a practice that is clearly of value to the interviewer and the survey effort.

Proportion of Retailers Providing Tire Maintenance Information

One strategy for increasing tire life is to conduct outreach with retailers who can provide consumers with information on tire maintenance at the point of purchase. To establish baseline data on the proportion of retailers providing such materials, respondents were asked when they last purchased tires for their vehicle and whether or not they received materials about caring for their tires.

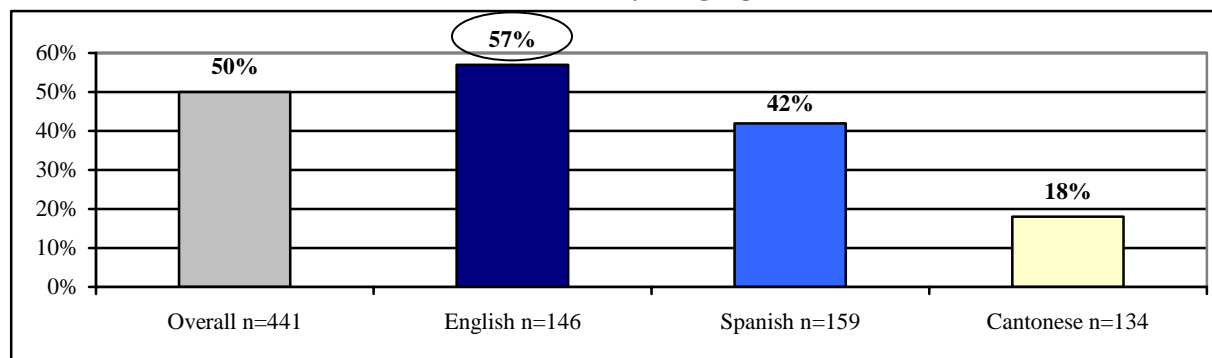
As seen in Table 2, more than two-thirds of respondents (69 percent) reported that they had made a tire purchase within the last two years. English-speaking respondents, however, were more likely than non-English speaking respondents (Spanish and Cantonese combined) to report that they had *never* purchased tires for their car, van, or truck. This finding suggests that more English-speaking residents may own or lease new cars, which do not require tire replacement, and points to the possible value of conducting outreach with mechanics and dealerships, as well tire retailers.

Table 2: When Tires Were Last Purchased, Respondents Overall and by Language					
	Last month	In the last year	More than a year, less than 2 years	More than 2 years	Never
Overall (n=577)	13%	39%	17%	17%	14%
English (n=197)	12	38	16	19	16
Spanish (n=187)	24	48	17	5	6
Cantonese (n=169)	4	38	23	24	11

*Shading indicates a statistically significant difference at the 95% confidence level. English-speaking respondents were more likely than non-English speakers to report that they had never purchased a tire for their vehicle. *Table based on Q16: "Did you purchase tires for your car, truck, or van in the ...?" Base excludes respondents who answered "don't know/refused."

Among those respondents who purchased tires, half received tire maintenance materials from the retailer at the point of purchase, although English-speaking respondents were statistically more likely to have received such materials than were other groups (57 percent among English-speaking respondents, compared to 42 percent among Spanish-speaking respondents and 18 percent among Cantonese speakers.) See Figure 8. Findings suggest that tire retailers might not have tire maintenance information available in Spanish and Chinese.

Figure 8: Received Tire Maintenance Information From Retailer at Last Tire Purchase Overall and by Language



*Statistically significant differences at the 95% confidence level are circled. English-speaking respondents were statistically more likely than Spanish-speaking or Cantonese speaking respondents to report receiving tire maintenance information from a retailer.

*Figure based on Q17: "When you last bought tires, did the retailer provide you with information about tire maintenance?" Base includes all respondents who purchased tires.

Perceived Benefits of Properly Maintaining Tires

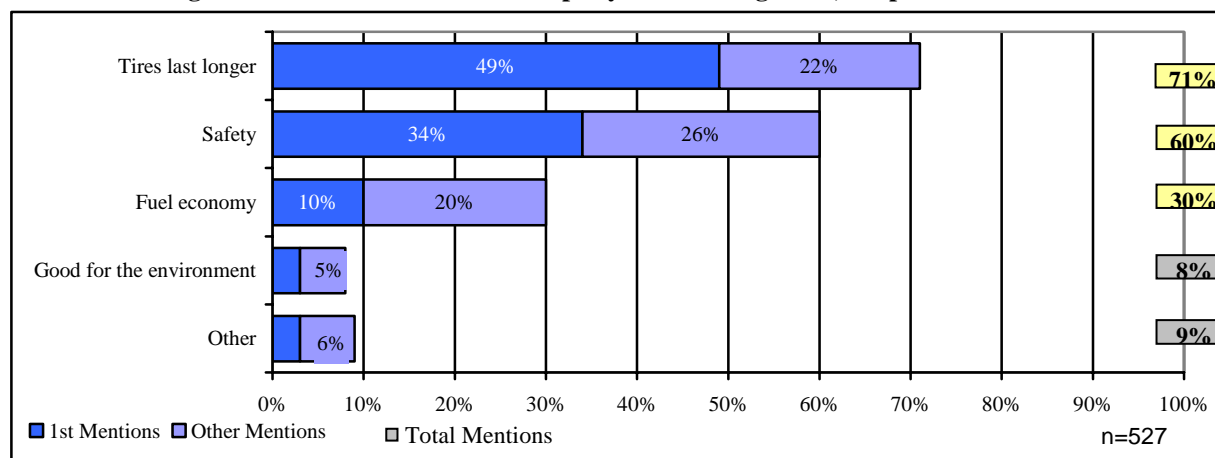
To help guide the development of campaign messages, respondents were asked what benefits of tire maintenance were most important to them on a scale of one to five, where one is “not at all important,” and five is “very important.” As presented in **Table 3, respondents overall and within each language rated tire safety as more important to them than the environment, fuel economy, or long-lasting tires.** Women were more likely than men to identify safety as a priority, while men were more likely to identify fuel economy. There was no statistical difference between the importance ratings of the environment versus fuel economy among respondents overall, among English-speaking respondents, or among Spanish-speaking respondents. Cantonese-speaking respondents, however, did rate the environment as more important than fuel economy. **In general, non-English speaking residents placed more importance on environmental protection than did non-English-speaking residents.**

Table 3: Respondents Rating Various Benefits of Tire Maintenance as “Very Important” Respondents Overall and by Language				
	All Respondents (n=598)	English-Speaking (n=197)	Spanish-Speaking (n=196)	Cantonese-Speaking (n=197)
Tire safety	89%	87%	97%	89%
Environment	77	74	89	77
Fuel economy	75	73	91	68
Long-lasting tires	70	66	89	69

*Yellow indicates a statistically significant difference at the 95% confidence level. Respondents overall, and within each language, rated tire safety as more important than the environment, fuel economy, or long-lasting tires. *Table based on Q7: “Using a scale of 1 to 5, where 1 is Not at all Important and 5 is Very Important, please tell me how important each of the following is to you.” Base excludes respondents who answered “don’t know/refused.”

While safety is clearly a priority for the residents surveyed, only 60 percent were aware that properly maintaining tires increases safety, as seen in Figure 9. In addition, while more than three-fourths of all residents surveyed reported that protecting the environment was “very important” to them, only 8 percent were aware that maintaining their tires properly is good for the environment. Similarly, three-fourths of residents surveyed reported that fuel economy was “very important,” and yet only 30 percent correctly identified saving money on gas as a benefit of properly maintained tires. **Findings suggest that increasing awareness for the benefits of proper tire maintenance, particularly safety, might motivate more people check their tires regularly.**

Figure 9: Perceived Benefits of Properly Maintaining Tires, Respondents Overall

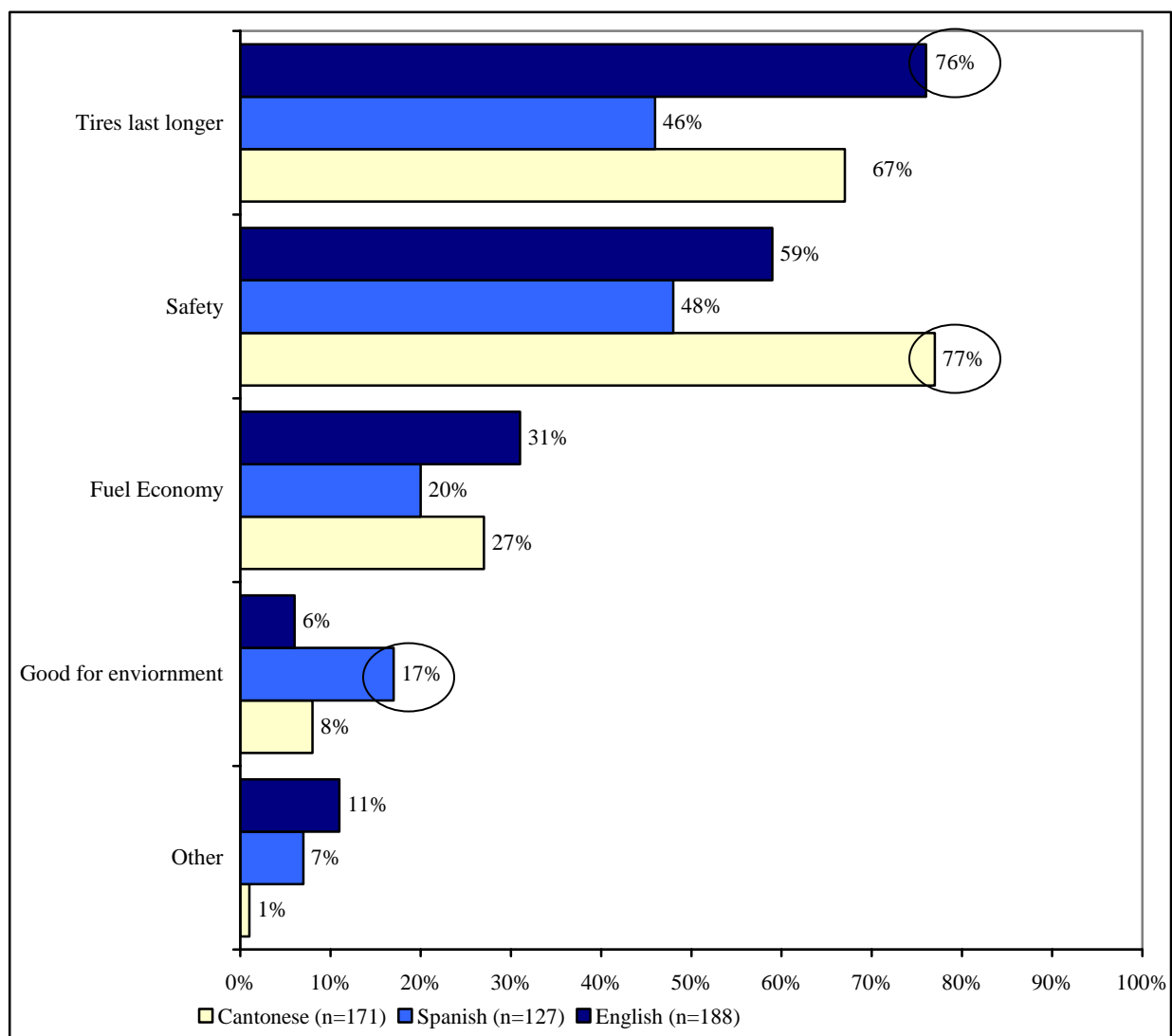


* Proportions highlighted in yellow are statistically different from each other and all other proportions at the 95% confidence level.

*Chart based on Q6: “What are the benefits of properly maintaining your tires?” Base excludes respondents who answered “don’t know/refused.”

Figure 10 presents perceived benefits of tire maintenance by language spoken. While general patterns by language mirrored those for residents overall, English-speaking respondents were more likely to be aware that tire maintenance helps tires last longer; Cantonese respondents were more likely to recognize safety as a benefit; and Spanish-speaking respondents were more likely to be aware that tire maintenance protects the environment.

**Figure 10: Perceived Benefits of Properly Maintaining Tires
By Language**



*Circles indicate a statistically significant difference by language at the 95% confidence level.

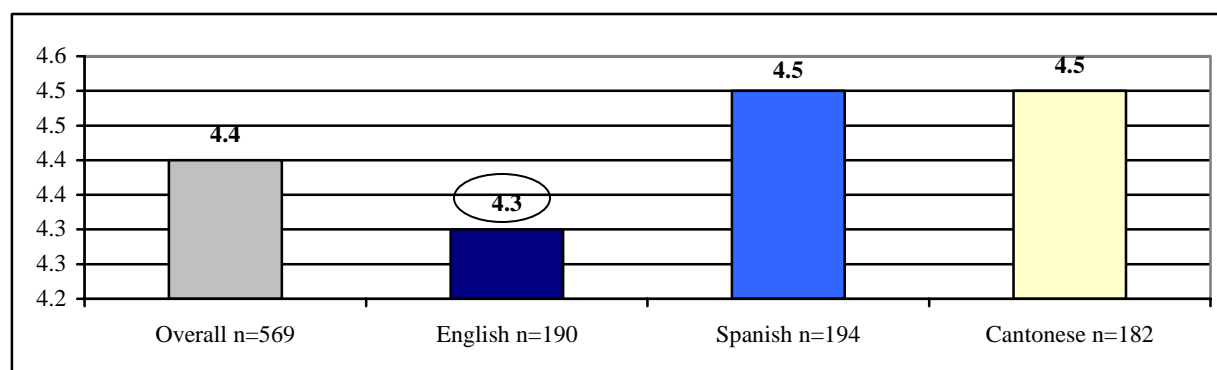
*Chart based on Q6: "What are the benefits of properly maintaining your tires?" Base excludes respondents who answered "don't know/refused."

Perceived Risk of Discarded Tires on the Environment

To further probe the extent to which residents are aware that tire maintenance and disposal affect the environment, the survey asked respondents to rate the risk they believe discarded tires pose to the environment or to public health on a scale of one to five, where one is “no risk” and five is a “significant risk.” Results are presented in **Figure 11. Most residents surveyed recognize discarded tires as a significant risk to the environment, as evidenced by an average score of 4.4.** Spanish-speaking and Cantonese-speaking respondents were more likely than English-speaking respondents to perceive discarded tires as a significant risk to the environment.

While most residents consider discard tires to be an important environmental threat, few identified environmental protection as a benefit of tire maintenance (see **Figure 9** on the preceding page). This apparent contradiction suggests that **residents might not be making the connection between proper tire maintenance and reducing the volume of waste tires.**

Figure 11: Perceived Risk of Discarded Tires on the Environment, Mean Score Respondents Overall and by Language



*Statistically significant differences at the 90% confidence level are circled. Spanish-speaking and Cantonese-speaking respondents were more likely than English-speaking respondents to perceive discarded tires as a significant risk to the environment.

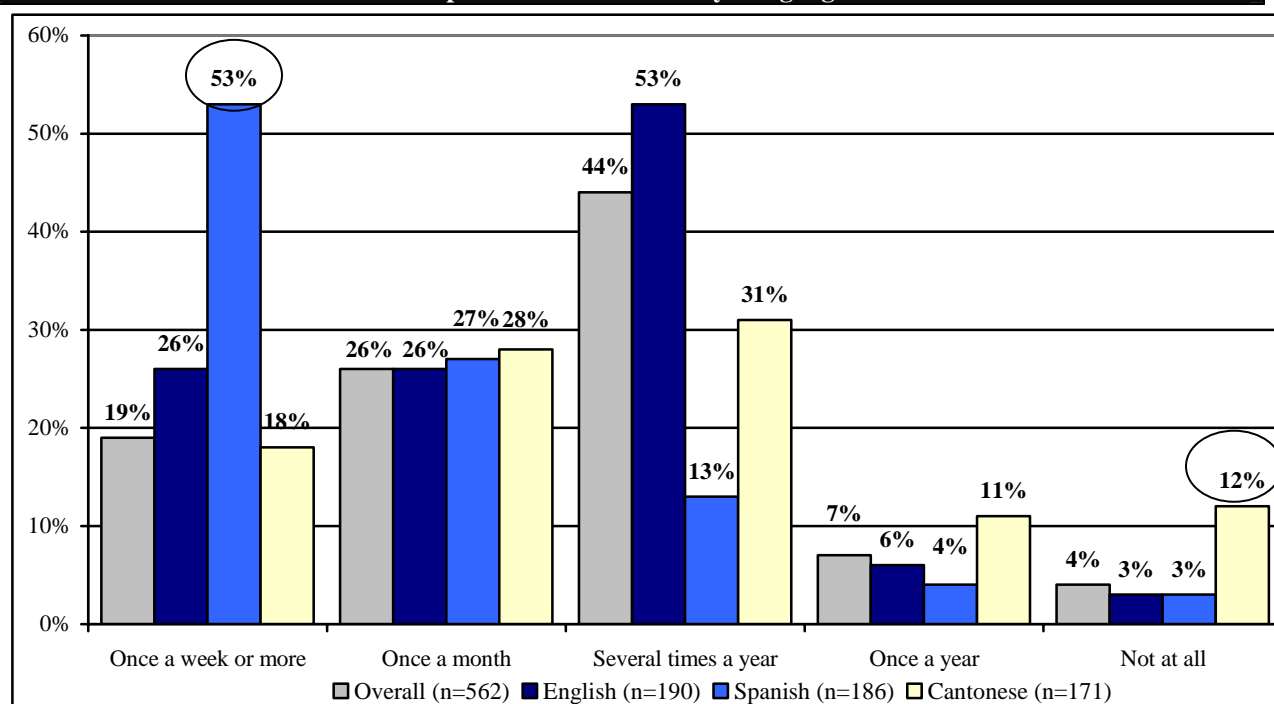
*Chart based on Q8: “In your opinion, how much of a risk do discarded tires pose to the environment or to public health on a scale of 1 to 5, where 1 is No Risk and 5 is a Significant Risk?” Base excludes respondents who answered “don’t know/refused.”

How Frequently Residents Check Tire Inflation

In addition to gauging awareness levels, the survey was designed to establish baseline information on tire maintenance practices, against which changes in behavior could be measured over time. **Despite high awareness among residents about the need to check tire inflation, less than half of all residents surveyed reported checking their tire inflation regularly (at least once a month), as seen in Figure 12.** This finding suggests that residents either lack the specifics about how often to check their tire inflation and other details, or they are not convinced of the benefits.

Spanish-speaking residents were significantly more likely to check their tire inflation frequently, exceeding even CIWMB's guidelines. More than eight-out-of-ten Spanish-speaking residents surveyed reported checking their tire inflation once a month and more than half of those residents check their tires once a week or more. Cantonese speakers were more likely to report that they never check their tire inflation compared to other groups.

**Figure 12: How Often Tire Inflation is Checked
Residents Overall and by Language**



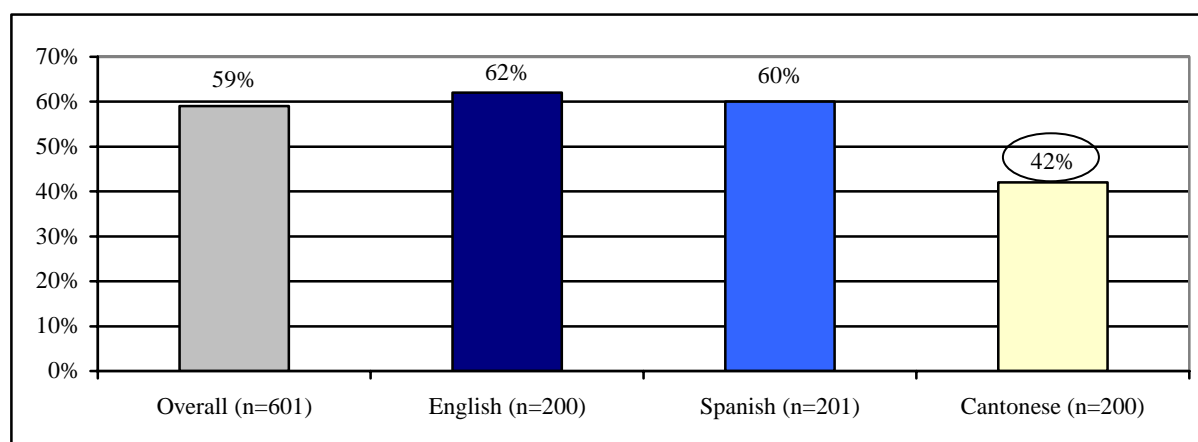
*Statistically significant differences at the 95 percent confidence level are circled.

*chart is based on Q12: "How often do you check the inflation on your tires or have someone else do it?" Base excludes respondents who answered "don't know/refused."

How Frequently Residents Rotate Tires

Residents surveyed were more likely to report that they rotate their tires on a regular basis than check their tire inflation, with 59 percent of all residents surveyed reporting that they rotate their tires every 8,000 miles or once a year, as presented in Figure 13. Cantonese-speaking respondents were less likely than other groups to report that they rotate their tires on a regular basis, 42 percent compared to approximately 60 percent among English- and Spanish-speaking respondents. (A total of 70 percent of respondents reported that they have checked their tire rotation at least once.)

Figure 13: Rotate Tires as Often as Recommended (8,000 miles or 12 months)
Respondents Overall and by Language



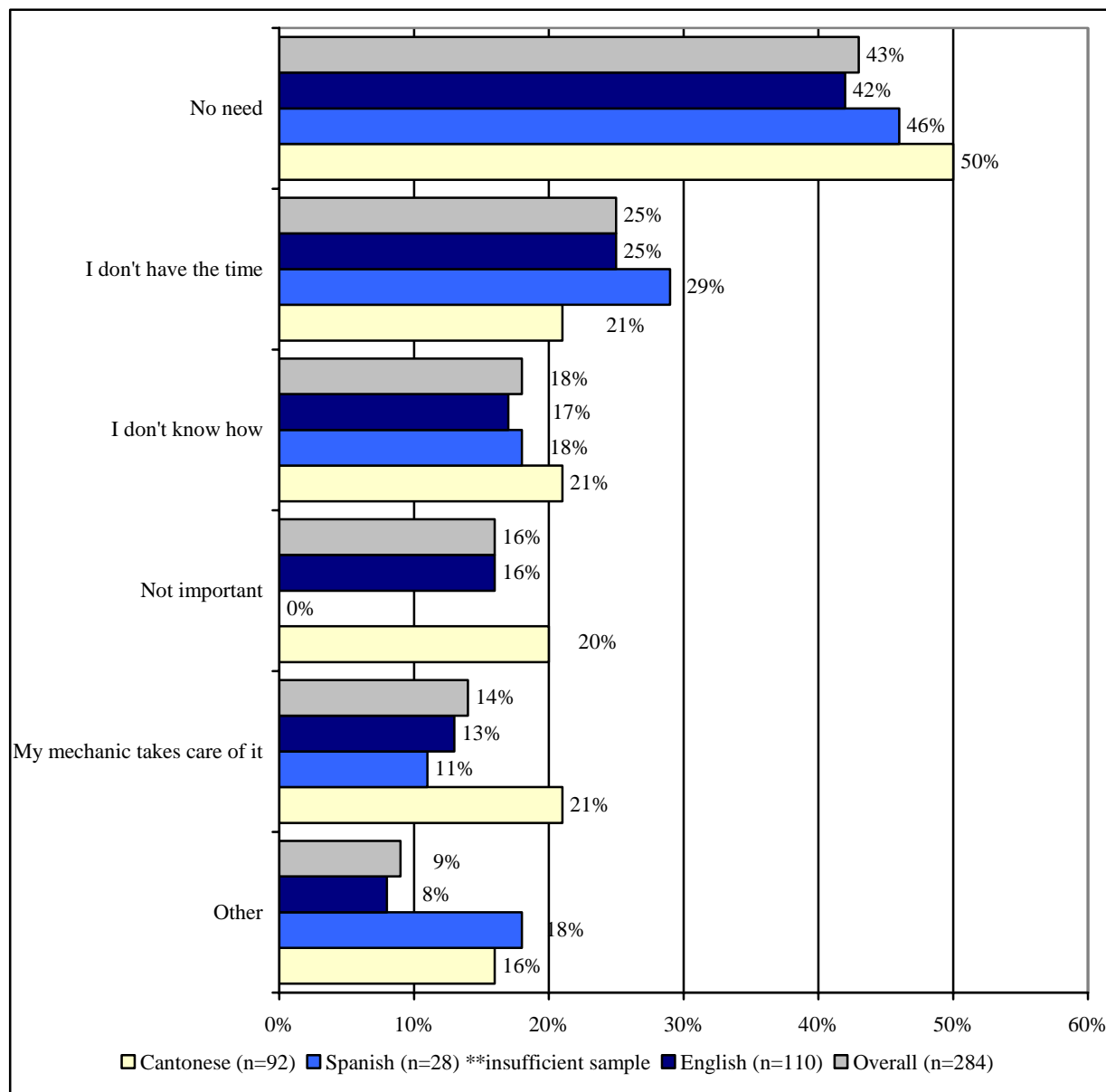
*Statistically significant differences at the 95 percent confidence level are circled. Cantonese-speaking respondents were less likely than other groups to report that they regularly rotate their tires.

*Chart based on Q14: "How often do have your tires rotated?" Base includes all respondents asked the question.

Reasons for Not Properly Maintaining Tires

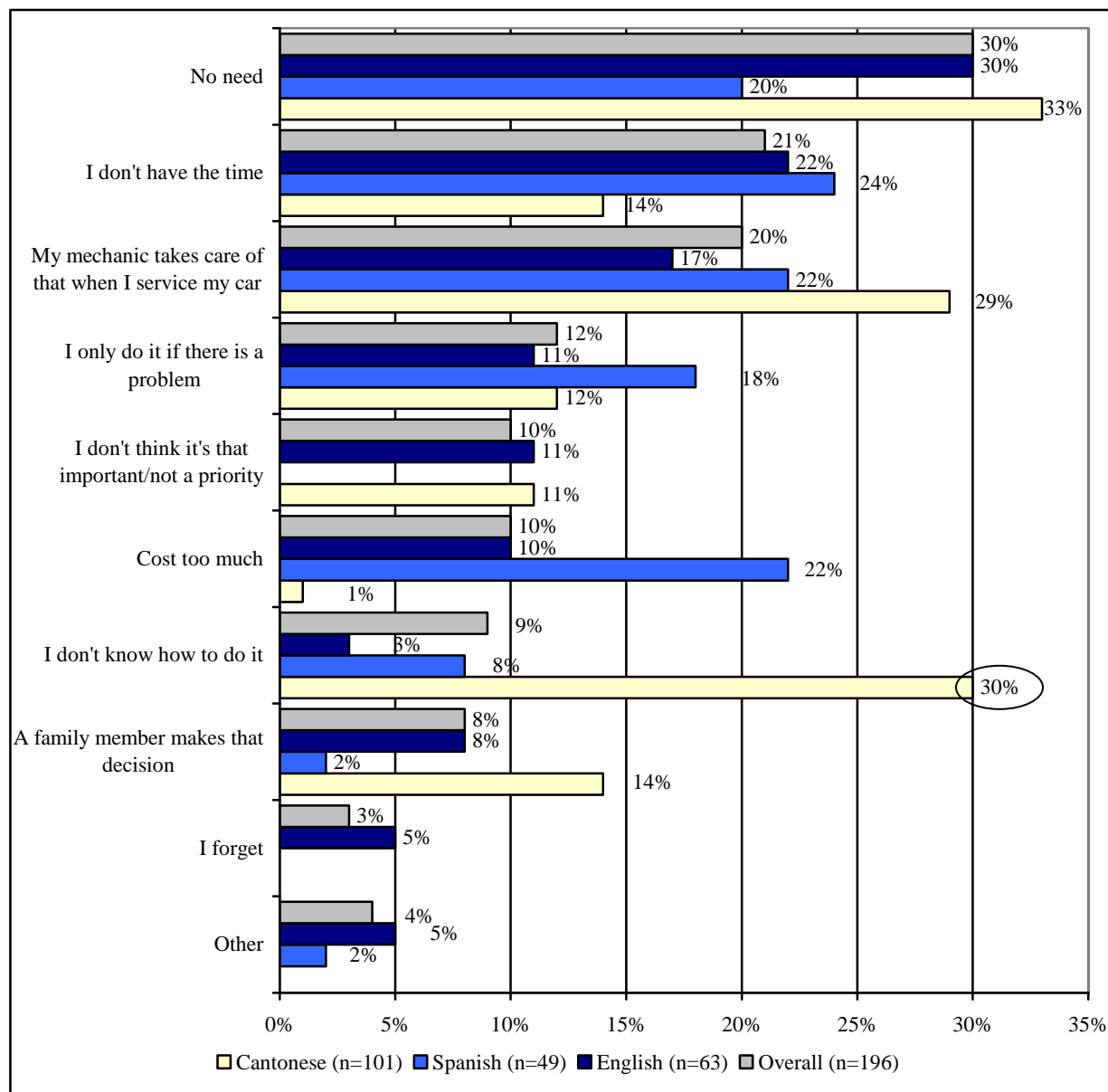
Respondents who reported that they did not regularly check their tire inflation and/or rotate their tires were asked why they do not maintain their tires more regularly. **Among respondents overall, the most frequently cited reasons for not regularly maintaining tires were "no need," followed by "lack of time."** This pattern was largely consistent, regardless of language spoken, with one exception. Cantonese speakers were more likely to report that they did not know how to rotate their tires (30 percent) compared to English- and Spanish-speaking respondents. Results are presented in **Figure 14** and **15** on the following pages.

**Figure 14: Reasons for Not Checking Tire Inflation More Often
Respondents Overall and by Language**



*Chart based on Q13: "What are some of the reasons you do not check your tire inflation more often?" Base includes respondents who reported rotating their tires more than once a month. Base excludes respondents who answered "don't know/refused."

**Figure 15: Reasons for Not Rotating Tires More Often
Respondents Overall and by Language**



*Circle indicates a statistically significant difference at the 95 percent confidence level. Cantonese-speakers were more likely to report that they do not know how to rotate their tires.

*Chart based on Q15: "What are some of the reasons you do not rotate your tires more often? Base includes respondents who reported rotating their tires more than every 8,000 miles or 12 months. Base excludes respondents who answered "don't know/refused."

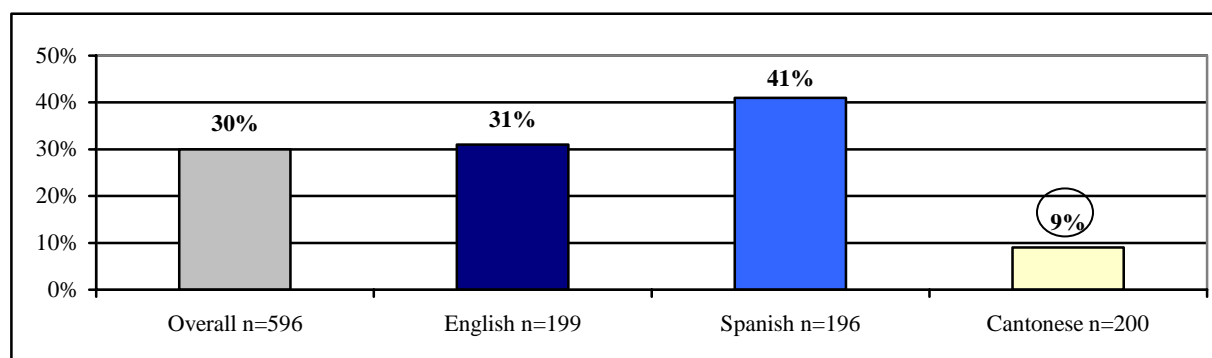
Exposure to Public Education and Outreach

Another objective of the residential survey was to measure the extent to which residents were exposed to advertising, public information, or news stories about tire maintenance and disposal, and whether they could recall the messages. **Figure 16** presents baseline information on residents' exposure to these messages, prior to the launch of the Tire Sustainability Campaign.

Less than one-third of all residents surveyed (30 percent) recalled seeing or hearing information on tire maintenance and disposal, which indicates low market penetration.

Cantonese-speaking respondents were the least likely to report that they had seen or heard such information, with only 9 percent reporting that they could recall advertising or public information on the topic. Recall was highest among Spanish-speaking respondents, with four out of 10 Spanish-speaking residents reporting that they remember information on tire maintenance and disposal.

Figure 16: Recall Seeing or Hearing Advertising, Public Information or News Stories About Tire Maintenance and Disposal Respondents Overall and by Language



*Statistically significant differences at the 95% confidence level are circled. Cantonese-speaking respondents were less likely to report having heard any advertising, outreach or news stories about proper tire maintenance or disposal.

*Chart based on Q9: "In the last year, do you recall seeing or hearing any advertising, public information or news stories about how to take care of your tires, what you should look for when buying new tires, or how to dispose of your old tires?" Base excludes respondents who answered "don't know/refused."

When asked where they had seen or heard the information, almost two-thirds of respondents cited television (64 percent), followed by radio (23 percent). This pattern was consistent across language groups. As a follow-up question, respondents who reported seeing or hearing information, were asked what they remembered about the advertisement. **Among those respondents who remembered a specific message, most cited proper disposal procedures, followed by tire inflation and/or rotation.** Fewer people cited tire safety or environmental protection as a focus of the information, although people often mentioned recycling tires when remembering disposal methods. For a complete list of open-ended responses for this question, see **Appendix B**.

Figure 17: Where Saw or Heard Advertisement, Public Information, or News Stories on Tire Maintenance or Disposal, Respondents Overall and by Language

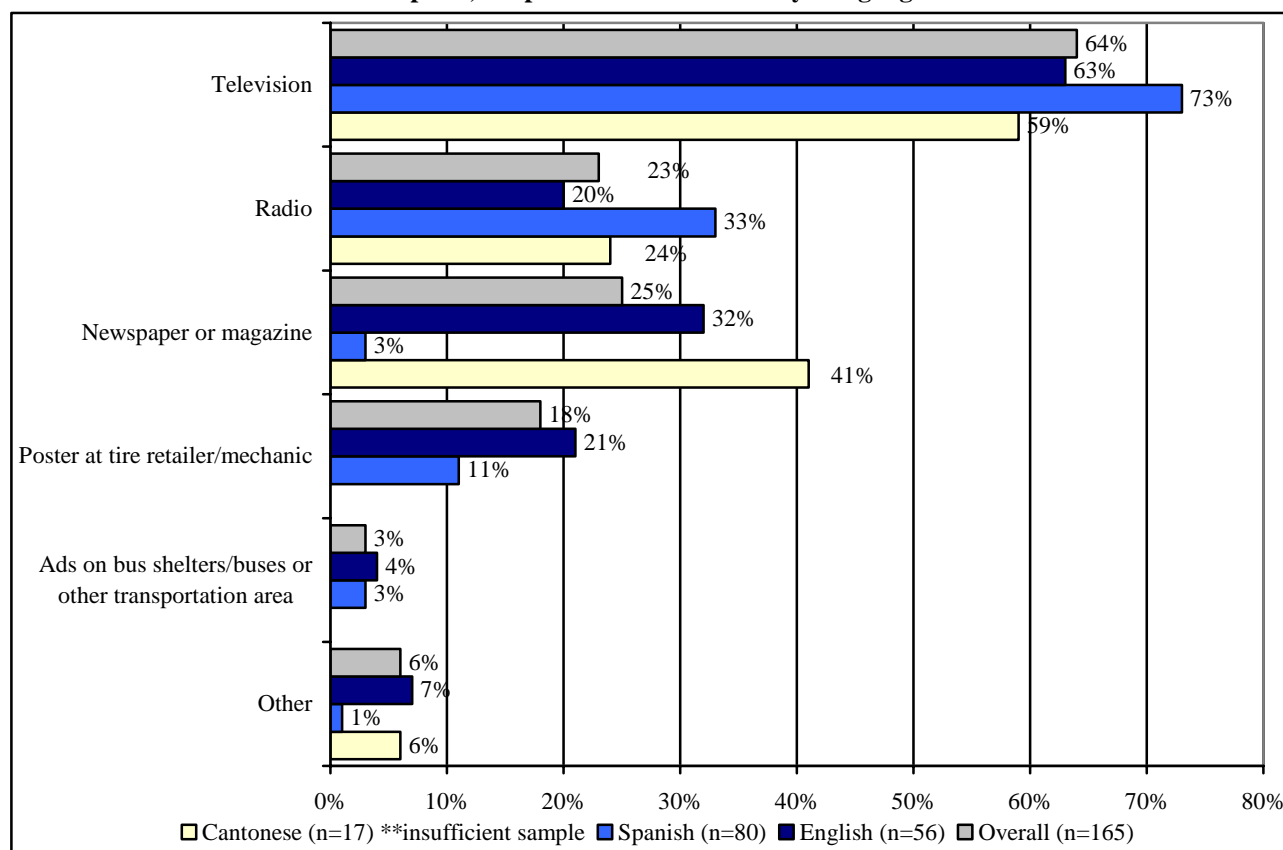


Chart based on Q10: "Where did you see or hear that information?" Base includes respondents who reported seeing or hearing advertising, public information, or news stories. Base excludes respondents who answered "don't know/refused."

CONCLUSIONS AND RECOMMENDATIONS

Efforts by the California Integrated Waste Management Board to increase the proportion of California residents who practice proper tire maintenance and other waste-reduction activities are needed. Less than half of all residents in San Francisco and Fresno Counties regularly check the inflation on their tires, and only six out of ten rotate their tires on a regular basis. Past outreach by CIWMB and other entities has increased general public awareness of tire maintenance practices, but many residents continue to lack the information they need to stimulate a change in behavior. Specifically, findings suggest that while general familiarity with tire maintenance is relatively high, many residents lack the following: (1) a strong understanding for what constitutes proper tire maintenance; (2) awareness that tire maintenance can be easy and convenient; and (3) a conviction that tire maintenance is important.

Based on these findings, we recommend the following strategies to boost proper tire maintenance practices.

Recommendation 1: Incorporate specific details about tire maintenance practices in campaign materials, including how frequently to check tire inflation and rotation. Despite high awareness among residents about the need to check tire inflation, and a high proportion of respondents who reported checking their tire inflation at least once, less than half of all residents surveyed reported checking their tire inflation as often as recommended. Similarly, most respondents reported having checked their tire rotation, but only 59 percent do so every 8,000 miles or every 12 months. When asked why they do not inflate or rotate their tires more often, respondents most frequently cited “no need.”

Recommendation 2: Convey the message that regular tire maintenance is easy and convenient. When asked why they do not inflate or rotate their tires more often, many respondents cited lack of time, the second most frequently cited reason after “no need.” Studies on recycling and waste reduction behavior indicate that properly motivated, people will act responsibly if they can do so with minimum effort and inconvenience.

Recommendation 3: Focus on increasing the public’s awareness of the *benefits* of properly maintaining tires, particularly safety. While safety is clearly a priority for the residents surveyed, only 60 percent were aware that properly maintaining tires increases safety. In addition, while more than three-fourths of all residents surveyed reported that protecting the environment was “very important” to them, only 8 percent were aware that maintaining their tires properly is good for the environment. Similarly, three-fourths of residents surveyed reported that fuel economy was “very important,” and yet only 30 percent correctly identified saving money on gas as a benefit of properly maintained tires. Increasing awareness of the benefits might motivate more people to check their tires regularly.

Recommendation 4: Consider distributing or posting tire maintenance information at mechanic and dealership locations in addition to tire retailers. Almost one-third of residents surveyed reported that they had not made a tire purchase in the last two years. Moreover, English-speaking respondents were more likely than non-English speaking respondents (Spanish and Cantonese combined) to report that they had *never* purchased tires for their car, van, or truck. These finding suggests that more English-speaking residents may own or lease new cars,

which do not require tire replacement, and points to the possible value of conducting outreach at other venues.

Recommendation 5: Promote the posting or distribution of tire maintenance information by retailers, mechanics, and dealerships in multiple languages, notably Spanish and Chinese. Among those respondents who purchased tires, only half received tire maintenance materials from the retailer at the point of purchase. Moreover, English-speaking respondents were more likely to have received such materials than were other groups (57 percent among English-speaking respondents, compared to 42 percent among Spanish-speaking respondents and 18 percent among Cantonese speakers), suggesting that tire retailers might not have tire maintenance information available in multiple languages.

Recommendation 6: Increase outreach efforts to the Chinese-American community. Cantonese-speaking respondents were less likely to be aware of the need to check tire inflation (prompted and unprompted combined); reported lower exposure to public service announcements and other outreach efforts; and were less likely to check their tire inflation at all or to rotate their tires on a regular basis than were other groups.

APPENDIX A: SURVEY INSTRUMENT WITH OVERALL FREQUENCIES

**California Integrated Waste Management Board (CIWMB): Tire Sustainability Program
2006 Residential Survey San Francisco/Fresno Counties
Total Frequencies Weighted**

Introduction

Hello, my name is _____. I am calling on behalf of the California Integrated Waste Management Board. I am conducting a survey of California residents and would like to ask you a few questions about tire safety and maintenance. We are not trying to sell you anything.

- 01 willing to continue
- 02 refusal
- 03 call back <at specific time>
- 04 call back <no specific time>
- 05 no answer
- 06 busy
- 07 answering machine
- 08 disconnected number
- 09 language barrier (not Spanish or Cantonese)
- 10 language barrier (Spanish)
- 11 business number
- 13 fax machine
- 22 language barrier (Cantonese)

Screener Questions

1. Are you 18 or older? (n=601)

- 1 Yes 100%
- 2 No (Go to 1a)

1 a. Is there someone who is over the age of 18 living in your home and who is available to talk now?

- 1 Yes (Go back to introduction with new respondent)
- 2 No (If an adult who lives here is not currently present, enter yes to go back to introduction and arrange a call-back)

2. Do you currently own or lease a car, van or truck? (n=601)

- 1 Yes 100%
- 2 (No) Terminate: I'm sorry but we can only interview people who drive a car, van or truck. Thank you for your time.

3. Do you drive your car, van, or truck at least three times a week? (n=601)

- 1 Yes 100%
- 2 (No) Terminate: Thank you for your time.

Awareness of Proper Tire Safety, Maintenance, and Disposal

4. What practices are you aware of that can increase the life of your tires? (Don't read. Check all that apply. Record first mention. Probe, "anything else?") (n=440)

- 1 Check tire inflation 77%
- 2 Rotate and balance tires 52%
- 3 Maintain alignment 18%
- 4 Other (specify) 30%
- 9 Don't know/refused 27% of those asked the question (n=601)

5. Before this survey, were you aware that the following practices can help your tires last longer? (1= yes; 2=no; 9=don't know/refused)

- 1 Proper inflation (Skip if answer to Q4 = 1) 79% (n=257)
- 2 Rotating and balancing your tires (Skip answer to Q4 = 2) 90% (n=369)
- 3 Maintaining the car's alignment (Skip if answer to Q4 = 3) 89% (n=519)

6. What are the benefits of properly maintaining your tires? (Don't read. Check all that apply, record first mention. Probe: "anything else?") (n=527)

- 1 safety (reduces blow-outs) 60%
- 2 fuel economy 30%
- 3 tires last longer/saves money on new tire purchases 71%
- 4 good for the environment 8%
- 5 Other (specify) 9%
- 9 Don't know/refused 12% of those asked the question (n=601)

7. Using a scale of 1 to 5, where 1 is "not at all important" and 5 is "very important," please tell me how important each of the following is to you: (Rotate stems)

	Not at all important 1	2	3	4	Very Important 5
Tire Safety (n=599)	1%	1%	3%	7%	89%
Fuel Economy (n=598)	-	-	5%	19%	75%
Long-lasting tires (n=598)	-	-	11%	19%	70%
Environment (n=591)	1%	2%	7%	15%	77%

8. In your opinion, how much of a risk do discarded tires pose to the environment or to public health on a scale of 1 to 5, where 1 is "no risk" and 5 is a "significant risk?" (If necessary: "By discarded tires we mean old tires that are no longer being used and have not been disposed of properly") (9=don't know/refused) (n=569)

No risk 1	2	3	4	Significant risk 5
2%	2%	14%	20%	62%

Market Penetration of Ads/Outreach

9. In the last year, do you recall seeing or hearing any advertising, public information or news stories about how to take care of your tires, what you should look for when buying new tires, or how to dispose of your old tires? (n=596)

- 1 Yes 30%
- 2 No (SKIP TO Q12) 70%
- 9 Don't know (SKIP TO Q12) 1% of those asked the question (n=601)

10. Where did you see or hear that information? (DO NOT READ OPTIONS. MULTIPLE RESPONSES OK. RECORD FIRST MENTION). Probe: Where else? (n=165)

- 1 TV 64%
- 2 Radio 23%
- 3 Newspaper or magazine 25%
- 4 Information booth at a fair or event 1%
- 5 Ads on bus shelters/busses or other transportation areas 3%
- 6 Poster at tire retailer/mechanic/other business 18%
- 7 On the Internet -
- 8 Other (specify) 6%
- 9 Don't know/refused 7% of those asked the question (n=177)

11. Briefly tell me what you remember about the ads?

Behavior: Tire Maintenance, Purchase, and Disposal

12. How often do you check the inflation on your tires or have someone else do it? (READ OPTIONS, check one) (n=562)

- 1 Not at all 4%
- 2 Once a year 7%
- 3 Several times a year 44%
- 4 Once a month (SKIP TO Q14) 26%
- 5 Once a week or more (SKIP TO Q14) 19%
- 9 (DON'T READ) Don't know/refused (SKIP TO Q14) 7% of those asked the question (n=601)

13. What are some of the reasons you do not check the inflation on your tires more often? (Do not read, check all that apply, record first mention. Probe: "anything else?") (n=284)

- 1 I don't have time/takes too long 25%
- 2 I don't know how to do it/don't have equipment 18%
- 3 No need 43%
- 4 I don't think it's that important/it's not a priority 16%
- 5 My mechanic takes care of that when I service my car 14%
- 6 Other (specify) 9%
- 9 Don't know/refused 7% of those asked the question (n=307)

14. How often do have your tires rotated? (do not read)

- 1 specify miles mean = 11,335; median = 5,000 (SKIP TO Q16 IF ANSWER 8,000 MILES OR LESS) (n= 167)
- 2 specify months mean = 9.4; median = 6.0 (SKIP TO Q16 IF ANSWER IS 12 MONTHS OR LESS) (n=267)
- 3 I don't have my tires rotated and balanced 9% (n=601)
- 9 Don't know/refused 18% (n=601)

15. What are some of the reasons you do not rotate your tires more often? (Do not read, record first mention, check all that apply. Probe: "anything else?") (n=196)

- 1 I don't have time/takes too long 21%
- 2 I don't know how to do it 9%
- 3 No need 30%
- 4 I don't think it's that important/it's not a priority 10%
- 5 My mechanic takes care of that when I service my car 20%
- 6 I only do it if there is a problem 12%
- 7 Other (specify) 25%
- 9 Don't know/refused 19% of those asked the question (n=243)

16. Did you purchase tires for your car, truck, or van in the: (READ OPTIONS) (n=577)

- 1 Last month 13%
- 2 In the last year 39%
- 3 More than a year ago but less than 2 years 17%
- 4 More than 2 years ago 17%
- 5 Never (skip to Q18) 14%
- 9 (DON'T READ) Refused/Don't Know (skip to Q18) 4% of those asked the question (n=601)

17. When you last bought tires, did the retailer provide you with information about tire maintenance? (n=441)

- 1 Yes 50%
- 2 No 50%
- 9 Don't Know/Refused 11% of those asked question (n=498)

Demographics

Now I'd like to ask you a few general questions for research purposes. Your answers are confidential.

18. How many vehicles does your household currently own or lease? mean = 2.1

19. What year were you born? _____ mean = 45.9 years of age

20. What is the highest level of school completed by anyone living in your household? (DON'T READ) (n=584)

- 1 Grades 1-8 7%
- 2 Grades 9-11 5%
- 3 High School Graduate/ GED 16%

-
- 4 Some College/Vocational Training 19%
 - 5 College Graduate 30%
 - 6 Post Graduate/Professional School 23%
 - 9 Refused 3% of those asked the question (n=601)

21. Would you please tell me what ethnic group you identify with? Are you Hispanic/Latino, Black/African American, Asian, Caucasian, or of some other ethnic or racial background? (n=581)

- 1 Hispanic/Latino 27%
- 2 Black/African American 4%
- 3 Asian 20%
- 4 Caucasian 48%
- 5 Other (Specify) 1%
- 9 Refused (DON'T READ) 3% of those asked the question

22. I am going to read some categories of household income. Please stop me when I reach the category of your total 2005 annual household income, before taxes: (n=471)

- 1 Less than \$20,000 19%
- 2 More than \$20,000 but less than \$35,000 20%
- 3 More than \$35,000 but less than \$50,000 13%
- 4 More than \$50,000 but less than \$75,000 12%
- 5 More than \$75,000 but less than \$100,000 17%
- 6 More than \$100,000 but less than \$150,000 8%
- 7 More than \$150,000 but less than \$200,000 7%
- 8 Over \$200,000 4%
- 9 Refused (DON'T READ) 22% of those asked the question (n=601)

23. (GENDER BY OBSERVATION-- DON'T READ) (n=601)

- 1 male 50%
- 2 Female 50%

24. Note Language (English, Spanish, Chinese)

That concludes our survey. Thank you very much for your time.

APPENDIX B: OPEN-ENDED RESPONSES TO Q11

	Responses to Q11: "What do you remember about the ads?"
1	IT WAS ABOUT ALIGNMENTS
2	THAT IT MAINTAINS THE ALIGNMENT AND THAT IS LESS MONEY SPENT
3	IT WAS SHOWING HOW TO RECYCLE TIRES AND WHAT YOU CAN TURN THEM INTO LIKE RUBBER FLAPS MATS AND THINGS FOR A CHILDREN'S PLAYGROUND
4	DISPOSING OF TIRES AND NOT TO LEAVE THEM OUT IN THE STREET AND THEY WILL PAY FOR THEM, HOW TO KEEP YOUR TIRES WITH THE AIR PRESSURE
5	NOT JUST PROBABLY RECYCLING BETTER FOR THE ENVIRONMENT RECYCLING AND ALL/E THAT'S ABOUT IT REALLY
6	YOU CANT PUT TIRES OUT FOR PICKUP
7	HOW MUCH IT CHARGES TO DISPOSE OF THE TIRES NOT TO THROW THEM INTO THE DUMPSTERS DISPOSE OF THEM PROPERLY
8	YOU CAN'T DISPOSE OF YOUR TIRES ANY PLACE YOU WANT TO YOU HAVE TO TAKE THEM TO A SPECIAL PLACE
9	AN EXPLANATION OF HOW THEY RECYCLE
10	TIRE DISPOSAL
11	THE LOCATION TO RECYCLE THEM OR HAVE MAINTENANCE
12	THEY MENTIONED A TELEPHONE NUMBER WHERE I COULD TAKE MY OLD TIRES FOR RECYCLING
13	HOW TO RECYCLE TIRES
14	THAT THEY ARE MAKING A SPECIAL PLACE WHERE YOU CAN TAKE YOUR OLD TIRES TO GET RID OF THEM
15	NOT TO THROUGH THE OLD TIRE AWAY IN PLACES WHERE THEY CAN CONTAMINATE IT SHOWED A THING SWEEPING. AND ANOTHER ONE SHOWED WHERE TO PUT THE TIRES WHERE IS BETTER FOR THE ENVIRONMENT
16	THEY SHOWED THAT YOU MUST TAKE THEM TO SPECIFIC PLACES AND NOT JUST LEAVE THEM AT ANY PLACE OR THROW THEM IN THE STREET
17	THAT WE DON'T THROW THEM IN THE STREETS, LEAVE THEM IN THE PLACES THAT ARE APPROPRIATE
18	ONE SHOULD NOT THROW WASTE IN THE STREETS, THAT CAN CONTAMINATE OR MAKE THEM SICK

19	THAT YOU HAVE TO ALIGN THE POSITION OF THE TIRES
20	HOW TO GET RID OF TIRES AT SPECIAL PLACES
21	THAT YOU CAN LEAVE THE OLD TIRES WHERE YOU BUY THE NEW ONES
22	THAT THE TIRES AT YOUR HOUSE THAT HAVE BEEN USED ARE ALREADY OLD, TO TAKE THEM TO THE PLACE WHERE THEY BURN THEM, THEY ARE TAKING THEM DAILY
23	TO EXCHANGE THE OLD TIRES
24	YOU HAVE TO PLACE THE TIRES IN A DETERMINED INDICATED PART WHEN THEY ARE OLD, AND TO DISPOSE OF THEM.
25	IT IS NECESSARY TO TAKE THE OLD TIRE TO THE CLOSEST CENTER.
26	ONE MUST NOT LEAVE THE TIRES IN THE GARAGE OR IN THE YARD BECAUSE IT CAN CONTAMINATE/E TAKE THEM TO THE INDICATED PLACES OR THE PLACE WHERE YOU BOUGHT THEM AT/E THAT IS ALL
27	NOT TO THROW THE OLD TIRES JUST ANY WHERE BECAUSE THEY CAN FILL UP WITH WATER AND MAKE MOSQUITOES THAT CAN HARM YOUR HEALTH
28	THEY TAKE THE WASTED TIRES AND LEAVE THE NEW ONES
29	A TRUCK TAKES TIRES THAT ARE NO LONGER USED
30	THEY SAID THAT MOSQUITOES CAN MULTIPLY WHEN YOU LEAVE OLD TIRES AND THEY FILL UP WITH WATER. SEND THEM TO BE RECYCLED/E THAT IS ALL
31	RECYCLE, BY MEANS OF THE CITY
32	TO RECYCLE THE OLD TIRES, TO TAKE THEM THERE
33	TO RECYCLE THE OLD TIRES AND OIL/E
34	RECYCLE THE OLD TIRES FOR LESS CONTAMINATION/E
35	THAT THERE IS RECYCLING FOR THE RIMS
36	THAT ONE MUST PUT RIMS IN THEIR PLACE IN ORDER TO AVOID DISEASES LIKE MOSQUITOES THAT MAKE YOU ITCH/E THEY ARE NOT SEEN AS BAD ON THE STREETS/E THAT IS ALL
37	TO PUT OLD RIMS IN THEIR INDICATED PLACE, TO RECYCLE THEM
38	THERE IS A PLACE TO TAKE THEM, TO RECYCLE THEM
39	HOW TO RECYCLE THE TIRE
40	DON'T THROW THE TIRES ALL OVER THE PLACE

41	ABOUT OLD TIRES
42	DON'T THROW THE TIRES ALL OVER
43	PUT THE OLD TIRE TO THE RIGHT PLACE
44	DON'T SIMPLY THROW THE TIRES ALL OVER
45	SOMETHING ABOUT RECYCLED TIRES
46	A PLACE WHERE YOU COULD DROP THEM OFF
47	IT WAS ACTUALLY SAYING SOMETHING ABOUT THE ENVIRONMENT/E KEEPING THE ENVIRONMENT CLEAN/E AND THE ONE WAS IF YOU GET CAUGHT DUMPING TIRE YOU COULD ACTUALLY GET FINE/E NOT MUCH
48	IT IS IMPORTANT THAT THEY ARE NOT BURNED
49	FOR THEM NOT TO CONTAMINATE THE ENVIRONMENT AND NOT TO GIVE A BAD ASPECT TO THE CITY.
50	THE ENVIRONMENT PROBABLY/E
51	ABOUT PROPER TIRE CARE RESULTING LONGER LASTING LIFE FOR TIRE AND BETTER FUEL ECONOMY
52	THE MAIN THING ABOUT THE TIRES IS TO SAVE GAS/ ABOUT DUMPING WHEN WE HAD SO MANY TIRES WE HAD TO FIND A PROPER WAY TO DISPOSE THEM/ THAT'S ALL
53	SOME SAFETY THINGS AND FUEL ECONOMY
54	BETTER GAS MILEAGE/E ISSUES OF DISPOSAL/WITH REGARD TO IT BEING HAZARDOUS WASTE
55	IT SAVES GAS TO CHECK THE AIR, BALANCE AND ALIGNMENT
56	TO MAINTAIN THE TIRES WITH GOOD PRECISION TO SAVE FUEL/E THAT IS ALL
57	TO SAVE GASOLINE AS WELL AS BRINGING DOWN THE PRICES BY DOING ALIGNMENT AND BALANCE
58	SAVING GAS/E
59	MAINTAIN FUEL AND SAFETY, LAST LONGER
60	IT'S SOMETHING A SUGGESTION ABOUT TAKING CARE OF YOUR TIRES
61	THEY SHOWED A MECHANIC
62	TIME CONSUMING AND MONEY SAVED

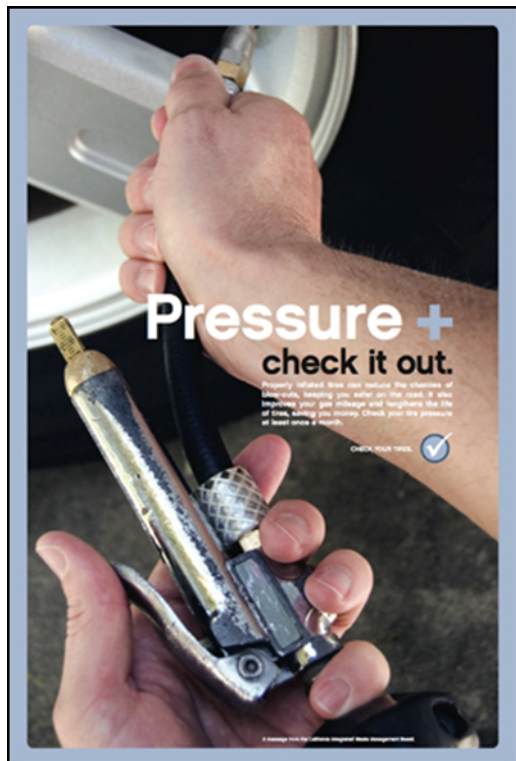
63	AD DISCUSSING SELLING AND USING ADVANTAGES OF PROPER MAINTENANCE, OVERALL SALES PITCH FOR TIRES
64	Conjunction with rising gas prices or junkyard fire sub part to story
65	NOTIFICATION IN THE MAIL
66	I DON'T KNOW/E NO I JUST KNOW THEY WERE TELLING ME TO CHANGE THE TIRES/E THAT'S ALL I CAN REMEMBER
67	HOW IMPORTANT IT IS TO KEEP YOUR TIRES PROPERLY MAINTAINED
68	I DON'T REALLY REMEMBER, KNEW ABOUT EVERYTHING SAID
69	IT WAS A DISCUSSION
70	HOW TO MAINTAIN, WHY AND ABOUT
71	IT WAS ABOUT CHECKING
72	To keep the tires in a good state, check the air and have then rotated and balanced
73	TO PROTECT THE LIFE OF YOUR TIRES WITH MAINTENANCE
74	INFORMATION ON HOW TO TREAT THEN AND THAT NOBODY NOTICES THEM
75	Single information on how to take care of the tire
76	ABOUT HOW TO TAKE CARE OF THE TIRES AND THE PRICES/E
77	THAT ONE WAS SHOWING THE SLOPE OF THE TIRES AND THEY HAD QUESTIONS THAT ARE SIMILAR TO THE ONES ON THIS STUDY
78	ABOUT TIRE
79	TIRE BROKEN, TEACH PEOPLE HOW TO PROTECT THE TIRE
80	TAKE CARE OF TIRES
81	IT JUST HAD TO DO WITH AIR PRESSURE AND GETTING BETTER MILEAGE
82	PROPER INFLATION, PROPER BALANCE AND ROTATION AND MAINLY KEEPING THE PROPER ALIGNMENT/E GOT TO BUY A QUALITY TIRE IN THE FIRST PLACE
83	Tire inflation, best things to do for fuel economy
84	Proper air pressure for better mileage
85	PRETTY MUCH MOSTLY ABOUT KEEPING YOUR TIRES PROPERLY INFLATED TO INCREASE GAS MILEAGE
86	Important to keep tires balanced and inflated

87	IT WAS ABOUT TIRE INFORMATION
88	KEEP THEM INFLATED PROPERLY AND ALIGN THEM
89	KEEP YOUR TIRE PRESSURE UP/E AND CHECK THEM WHEN YOU CHANGE OIL/E THAT'S IT
90	MAINTAINING TIRE PRESSURE
91	TO KEEP THE MAINTENANCE UP/E AIR PRESSURE UP/E THAT'S ALL
92	BEFORE YOU TRAVEL MAKE SURE THE TIRES ARE GOOD TO GO AND THEY ARE INFLATED
93	MAINTAIN THE AIR IN THE TIRES TO MAKE SURE YOU ARRIVE SAFELY
94	TO CHECK THE AIR IN THE TIRES FOR BETTER GAS MILEAGE
95	To use the correct air pressure in the tire
96	That air maintains my tires and to check them constantly.
97	When you travel a lot to review the air pressure. If they go very low they can explode. If they have a slow leak it uses gas
98	They were saying to check the air pressure in the tires before making a long trip
99	THEY SAID TO CHECK THE TIRE PRESSURE REGULARLY TO CONSERVE GAS
100	TIRES MUST HAVE THE PROPER AIR
101	ALIGNMENT OF TIRES AND HAVE THEM PROPERLY INFLATED
102	ONE HAS TO CHECK THE TIRES TO MAKE SURE THE AIR IS NOT LOW OR DISCHARGING THEY MUST ROTATE AND BE BALANCED TO BE WELL /E THAT IS ALL
103	THEY MUST HAVE THE PROPER AIR IN THE THEM FOR THEM TO LAST A LONG
104	TO CHECK THE AIR PRESSURE
105	MAKE SURE THE TIRES HAVE PROPER AIR IN THEM
106	Always maintain the level of pressure in the tires/e
107	TO CHECK THE TIRE PRESSURE AND THE MILEAGE.
108	TO CHECK THE AIR IN THE TIRES, THEY DON'T HAVE TO BE SMOOTH IN THE BAD WEATHER
109	About the air

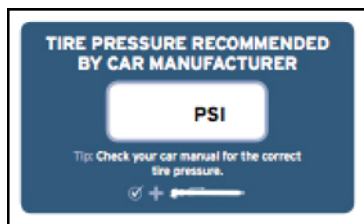
110	TIRE PRESURE IS REAL IMPORTANT
111	THAT WITH THE TIRES CHECKED EVERY MONTH YOU CAN SAVE MONEY, IN ADDITION NOT TO CONTAMINATE THE ENVIRONMENT AND YOU CAN ALSO AVOID ACCIDENTS THAT CAN HAPPEN.
112	I DON'T KNOW
113	I DON'T REMEMBER A LOT BUT I LEARNED THAT I HAD TO RECYCLE THE TIRES AND PUT THEM IN A SAFE PLACE LIKE MAYBE WE CAN LEAVE AT SAY THE COMPANY WE GOT THE CAR OR WHERE WE GOT THE NEW TIRE/E THAT'S IT
114	THE SAME THING I JUST DISCUSSED/FOR ONE THING AS A CONSUMER I AM LOOKING FOR LONG LASTING ALSO HOW TO PROPERLY MAINTAIN THE TIRE AND LIKE ALIGNMENT AIR PRESSURE THINGS LIKE THAT/E THE PURPOSE YOU BOUGHT AT THE DEALERS HP ARE ENVIRONMENTAL CAUTION AND THEY'LL DISPOSE OF THEM IN THE PROPER WAY/E THEY USUALLY INCLUDE 800 NUMBERS IF YOU HAVE ANY QUESTIONS/E THAT'S PRETTY MUCH IT
115	I DON'T KNOW, IT WAS TOO QUICK.
116	I DON'T REMEMBER
117	PUBLIC SERVICE ANNOUNCEMENT & POSSIBLY FROM A NEWS STORY
118	NOTHING
119	NOTHING
120	NOTHING
121	IT WAS COUPONS FOR TIRES
122	NOT REALLY SURE
123	REFUSED
124	I don't know
125	NO I DON'T REMEMBER
126	I DON'T REMEMBER
127	NO I DON'T REMEMBER
128	NO I DON'T REMEMBER
129	NOTHING
130	POSTERS

131	I DON'T REMEMBER
132	NO I DON'T REMEMBER
133	SHOWING THE DATE TO TAKE THE OLD TIRES IN AND THE DETERMINED PLACE IT WAS GOING TO BE AT IN THE CITY
134	I DON'T REMEMBER
135	I DON'T RECALL
136	I DON'T REMEMBER
137	I FORGOT
138	I FORGOT IT
139	I DON'T REMEMBER
140	I DON'T REMEMBER
141	I DON'T REMEMBER
142	IT WAS ABOUT OLD TIRES, I FORGOT
143	IT WAS IN THE DAILY NEWS
144	IT WAS ABOUT 1 MINUTE AD AND THEY WERE SAYING ABOUT THE TIRES THAT THEY WERE ADVERTISING THAT THAT PARTICULAR TIRE WAS GOOD AND PROPERLY MAINTAINING IT WOULD MAKE IT LAST LONGER
145	THE SAFETY THEY WERE TALKING ABOUT ROTATING THE TIRES AND THE SAFETY FOR THE ENVIRONMENT
146	CLOSED CIRCUIT TELEVISION AT STORE TALKING ABOUT ROTATION AND TIRE SAFETY
147	JUST TELLING ME HOW TO LOOK AFTER THEM AND ALL THE SAFETY TIPS/E THEY BASICALLY TOLD ME HOW TO LOOK AFTER THAT/E PROPER INFLATING THE AND INSTALLATION/E THAT'S IT
148	GAS STATION HAS LITTLE CARDS THEY HAND TO TELL YOU HOW TO MAINTAIN TV HAS DIFF. ADS TALKING ABOUT TIRES AND SAFETY
149	THAT TIRES COULD CAUSE ACCIDENTS
150	IT WAS SOMETHING ABOUT SAFETY IN GENERAL PEOPLE DON'T PAY ENOUGH ATTENTION TO THEIR TIRES
151	FOR SECURITY IT'S ADVISABLE TO BUY NEW TIRES BEFORE THE TREAD GOES IN ORDER TO GET THE DAILY USE YOU NEED FROM THE TIRES.
152	THAT YOU HAVE THE TIRES IN GOOD CONDITION AND OIL SO YOU ARE ALWAYS IN CONTROL
153	IT IS NECESSARY TO HAVE THE CARE IN TUNE, GOOD FOR THE CAR AND MORE SECURE FOR YOU AND OTHER PEOPLE
154	THE RISKS OF THE OLD TIRES ON THE USA AND WHERE TO TAKE THEM
155	TO CHECK THE TIRES BEFORE YOU GO ON VACATION/E CARE OF THE TIRES CAN PREVENT THE AVERAGE BLOW OUT
156	THAT EACH SIX MONTHS YOU MUST CHANGE TO AVOID ACCIDENTS
157	IT TALKED ABOUT SECURITY, MAINTAINING THE TIRE SO THEY LAST A LONG TIME/E THAT IS ALL
158	They can cause damage when it's left for long distances
159	TO CHANGE THEM BEFORE THEY GO BAD

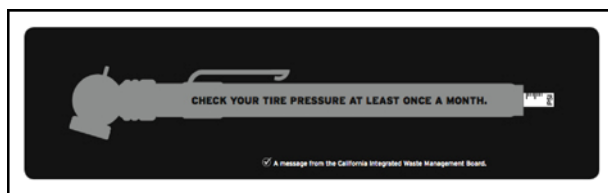
This poster was done in English, Spanish, and Chinese:



Window Cling/decals:



Bookmark:



TIRE SAFETY FACTS

Californians alone will replace about 42 million tires per year, and this amount will continue to rise. Tires are an essential component of every vehicle and proper tire maintenance can save lives. However, proper tire selection and tire maintenance are often overlooked, causing many preventable accidents.

- + Each month, three out of four drivers wash their cars, while only one out of seven correctly checks their tire pressure.¹
- + 61% of motorists cite checking tire pressure as a top fuel saving tip.¹
- + According to National Traffic Safety Administration, underinflated tires contribute to 660 fatalities and 33,000 injuries each year.²
- + One in four passenger cars and nearly one in three light trucks have at least one significantly under-inflated tire.²
- + 85% of drivers do not check their tire pressure properly.¹
- + More than half of drivers wrongly believe that the recommended inflation pressure is located on the outside of their tire, which only reflects the "maximum permissible." The correct amount of pressure is located in your vehicle manual.²
- + 27% of drivers wrongly believe the best time to check their tires are when they are "warm" after driving a couple miles. However, the most accurate reading for tire pressure is when the tire is "cold" and hasn't been driven for at least 3 hours.²
- + 72% of drivers neglect to check the pressure in their spare tire.
- + Nearly one out of three drivers incorrectly believe underinflated tires perform better on trips when their vehicle is fully loaded.²
- + 95% of a vehicle's weight is supported by the tire air pressure, with the tire supporting just 5%, making inflation a critical part of a tire's ability to perform.²
- + Accurate tire pressure and maintenance not only increases the safety of your vehicle, but also improves gas mileage, extends tire life, improves steering, prevents blowouts and collisions and reduces unhealthy gas emissions.²
- + Decreasing your driving speed will significantly increase the life of your tires.²
- + Rotating your vehicle's tires every 5,000 to 8,000 miles will increase the safety and life of your tires.²
- + Tires can lose 1 psi for every 10 degrees the temperature drops, so it is important to check your tire pressure once a month.²

¹ Tire Sustainability Campaign Residential Survey, September 2006

² RMA "Be Tire Smart" Web site, betiresmart.org

TIRE SAFETY

FOR IMMEDIATE RELEASE: April 21, 2008

CONTACT: Brian Green
(916) 231-7706 or Cell at (916) 524-9837

Checking Your Tire Pressure Is as Easy as Pumping Gas

Proper tire maintenance is a simple and quick monthly activity.

The California Integrated Waste Management Board (CIWMB) and the Rubber Manufacturers Association (RMA) will launch National Tire Safety Week in San Francisco to remind drivers of the importance of simple tire maintenance. Checking tire pressure monthly during a stop for gas will greatly impact tire life, gas mileage, and passenger safety.

- WHO:**
- Margo Reid Brown, Board Chair, CIWMB
 - Daniel Zielinski, Vice President of Communications, RMA
 - Cynthia Harris, Spokesperson, AAA of Northern California
 - Captain Greg Corrales, San Francisco Police Department
- WHAT:** Demonstration and information on proper tire maintenance
- WHEN:** **Monday, April 21, 2008, at 10:00 a.m.***
- WHERE:** 3675 Geary Blvd, San Francisco, 94118
(at the corner of Geary and Arguello)
- WHY:** According to the National Highway Traffic Safety Administration, under-inflated tires contribute to 660 fatalities and 33,000 injuries each year. Additionally, according to the California Air Resources Board, tires lose one PSI per month, which eventually decreases vehicle fuel efficiency by more than one-third.
- VISUALS:**
- Free drive-through tire pressure checks for consumers
 - Consumers receiving tire pressure check Report Cards from AAA technicians

***EDITOR'S NOTE:** Media should arrive early to secure parking and shoot tire pressure checks. After the event, individual interviews will be available with key officials from all participating organizations.

Learn more about tire safety and maintenance by visiting www.betiresmart.org.

###



RUBBER
manufacturers
association

ABOUT THE BOARD

The California Integrated Waste Management Board is the State agency designated to oversee, manage and track California's 92 million tons of waste generated each year.

The Board promotes a sustainable environment where these resources are not wasted but can be reused or recycled in partnership with all California. In addition to many innovative programs and incentives, the Board promotes the use of new technologies for the practice of diverting California's resources away from landfills.

The California Integrated Waste Management Board is comprised of six Board members. Four members are appointed by the Governor, two of whom represent the public. One member represents industry, and one represents the environmental community. One member is appointed by the Senate Committee on Rules and one is appointed by the Speaker of the Assembly.

The Board provides grants and loans to help California cities, counties, businesses and organizations meet the State's waste reduction, reuse and recycling goals. It also provides funds to clean up solid waste disposal sites and co-disposal sites (those accepting both hazardous waste substances and nonhazardous waste). These funds are available where the responsible party cannot be identified or is unable or unwilling to pay for a timely remediation and where cleanup is needed to protect public health and safety or the environment.

The Board also develops and promotes alternatives to the illegal disposal of used oil; develops technical standards and permit requirements for waste tire facilities; promotes reuse and recycling of electronic devices, and encourages purchasing of environmentally preferable products.

Implementing all the Board's programs requires the commitment of all staff and members of the Board. The Board relies on sound science and the talent, creativity, experience and ingenuity that have brought them this far to continue developing stronger, better and more effective programs that protect human health and the environment and will move the Board beyond the 50 percent diversion mandate toward a Zero Waste California.

The Board is one of six agencies under the umbrella of the California Environmental Protection Agency (Cal/EPA).



FREQUENTLY ASKED QUESTIONS

Q: How common is incorrect tire inflation?

A: According to the National Highway Traffic Safety Administration, one in four passenger cars and nearly one in three light trucks have at least one significantly under inflated tire. Under inflated tires are great risks to all motorists on the road and contribute to 660 fatalities and 33,000 injuries each year. Incorrect tire inflation also increases fuel consumption increasing harmful greenhouse gas emissions into our environment.

Q: Are improperly inflated tires noticeable by looking at them?

A: No. Many drivers wrongly believe that you can accurately measure your vehicles tire pressure by visually checking each tire. However, a tire that is under or over inflated by even 10% is considered unsafe and may not be noticeable by only looking at them. The most accurate way to test your tire pressure is by using a pressure gauge and regularly checking your tires every month.

PERCENTAGE OF UNDER-INFLATION	PERCENTAGE OF WEAR INCREASE	PERCENTAGE OF FUEL USE INCREASE
10%	5%	2%
20%	16%	4%
30%	33%	6%
40%	57%	8%
50%	78%	10%

Q: How do I find the correct tire pressure for my vehicle?

A: The recommended tire pressure is different for every vehicle and every tire. More than half of drivers wrongly believe the correct tire pressure is located on the outside of their tire wall, which only reflects the "maximum permissible." The correct amount of pressure is located in your vehicle manual and can also be found on one of the vehicle's doors, inside the glove compartment, trunk, or fuel door.

FREQUENTLY ASKED QUESTIONS

Q: How do I measure my tire pressure?

Step 1: Find the recommended inflation pressure for your tires on the vehicle placard. Check the vehicle manual for its exact location.

VEHICLE CAPACITY WEIGHT		OCCUPANTS FRT CTR RR TOTAL			COLD TIRE PRESSURE	
					FRONT	REAR
MAX. LOAD	1100 lb 499 kg	3	3	6	35 PSI 240 kPa	35 240
TIRE SIZE	P205/75R15				SEE OWNER'S MANUAL FOR ADDITIONAL INFORMATION	

Step 2: The best time to check your tire pressure is when they are "cold" and your vehicle has NOT been driven for at least 3 hours.

Step 3: Complete tire inflation pressure check: Remove cap from valve on one tire, press tire gauge onto valve and take pressure reading.

Step 4: Add air to achieve recommended air pressure. If you overfill the tire, release air by pushing on the metal stem in the center of the valve, then re-check the pressure.

Note: If you have to drive to get air, record the pressure first, drive to the station, take a second reading of the tires pressure and add the amount of air that was missing from the first reading.

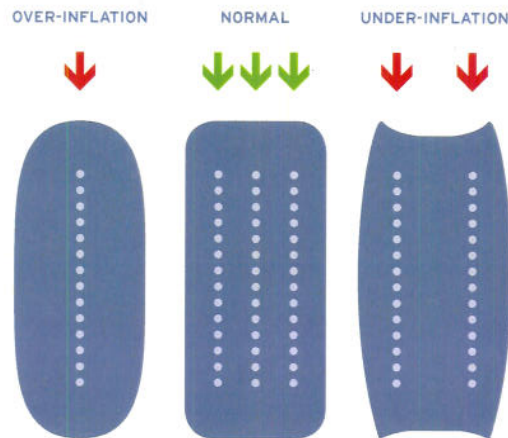
Step 5: Replace the valve cap and repeat with each tire, including the spare.

Q: Is over-inflation harmful?

A: Yes. Over-inflation is also dangerous. Over-inflated tires ride on just the center portion of the tire causing a smaller contact area between the tire surface and the road – decreasing your vehicles grip, steering and overall handling. Tires are more likely to be punctured or damaged by a sudden impact with road hazards, which may lead to a sudden "blow-out." Over-inflation also increases the wear on your tires and suspension components decreasing the life of the tire.

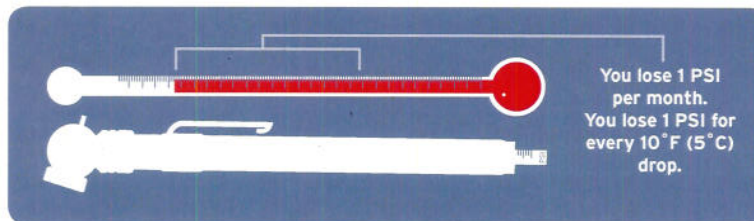
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FREQUENTLY ASKED QUESTIONS



Q: Does temperature affect tire pressure?

A: Yes. Tires can lose 1 PSI for every 10 degrees the temperature drops, so it is important to regularly check your vehicle's tire pressure as least once a month.



Q: Why should I check my alignment?

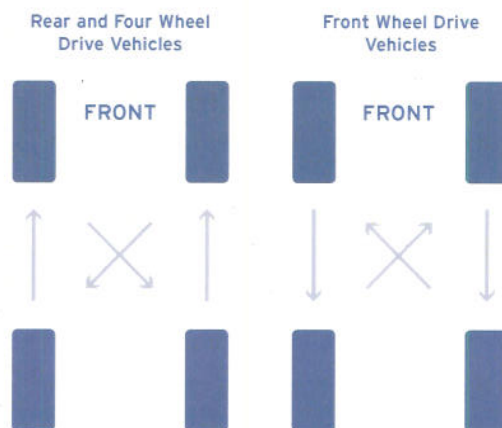
A: Proper alignment is a critical part of maintaining your vehicle. Accurate alignment will prevent your tires from wearing unevenly and will eliminate any unnecessary "pulling" or vibrations. Poor alignment will shorten the life of your tires and increase fuel consumption.

Q: When should I rotate my tires?

A: Front and rear tires wear differently. Rotating your vehicles tires every 5,000 to 8,000 miles will increase their life and your vehicles overall safety.



FREQUENTLY ASKED QUESTIONS



Q: How often should I replace my tires?

A: The life of your tires greatly depends on proper maintenance, driving speed, weather and the type of road conditions driven on. On average, tires can last between 30,000 to 80,000 miles. It is important to check the wear bars or "tread" on the tire. If the tire has less than 1.6 mm of tread depth, tires should be replaced.

Q: Can I recycle my old tires?

A: Yes. There are many uses for recycled tires that have several economic and environmental benefits. Tires can be recycled into rubberized asphalt concrete that is used in many city and county roadways. For more information, visit www.ciwmb.ca.gov.



TIRE PRESSURE CHECK CALENDAR

2008	MAY						
	S	M	T	W	T	F	S
					1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31
	SEPTEMBER						
	S	M	T	W	T	F	S
	1	2	3	4	5	6	
	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30				
	JANUARY						
	S	M	T	W	T	F	S
					1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31
2009	JUNE						
	S	M	T	W	T	F	S
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30					
	OCTOBER						
	S	M	T	W	T	F	S
					1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31
	FEBRUARY						
	S	M	T	W	T	F	S
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29						
	MARCH						
	S	M	T	W	T	F	S
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30	31				
	JULY						
	S	M	T	W	T	F	S
					1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31
	NOVEMBER						
	S	M	T	W	T	F	S
						1	
	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
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	30						
	AUGUST						
	S	M	T	W	T	F	S
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	DECEMBER						
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	30	31					



STANDARD AGREEMENT AMENDMENT

STD. 213 A (Rev. 6/03)

☐ CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED _____ Pages

AGREEMENT NUMBER

IWM05057

AMENDMENT NUMBER

2

REGISTRATION NUMBER

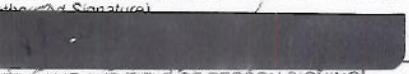

39100706130301.5

- This Agreement is entered into between the State Agency and Contractor named below:
STATE AGENCY'S NAME
California Integrated Waste Management Board
CONTRACTOR'S NAME
Ogilvy Public Relations Worldwide
- The term of this Agreement is June 13, 2006 through June 30, 2008
Agreement is Or upon final approval signature
- The maximum amount of this Agreement after this amendment is: \$1,850,000.00
(One million eight hundred fifty thousand dollars and zero cents)
- The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

The agreement term is corrected to reflect the 24 month term as advertised in RFP IWM05057. The term end date was incorrectly written as May 15, 2009 and is being corrected to June 30, 2008.

All other terms and conditions shall remain the same.

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

CONTRACTOR		CALIFORNIA Department of General Services Use Only
CONTRACTOR'S NAME (if other than an individual, state whether a corporation, partnership, etc.) Ogilvy Public Relations Worldwide		
BY (Authorized Signature) 	DATE SIGNED (Do not type) 1/8/08	
PRINTED NAME AND TITLE OF PERSON SIGNING Beverly Kennedy, Senior Vice President		
ADDRESS 2495 Natomas Park Drive, Suite 650 Sacramento, CA 95833		
STATE OF CALIFORNIA		
AGENCY NAME California Integrated Waste Management Board		<input type="checkbox"/> Exempt per:
BY (Authorized Signature) 	DATE SIGNED (Do not type) 1/14/08	
PRINTED NAME AND TITLE OF PERSON SIGNING Mark Leary, Executive Director		
ADDRESS 1001 I street Sacramento, CA 95814		

☐ CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED _____ Pages



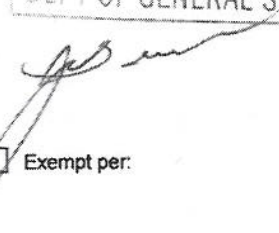

AGREEMENT NUMBER IWM05057	AMENDMENT NUMBER 1
REGISTRATION NUMBER 39100706130301.1	

1. This Agreement is entered into between the State Agency and Contractor named below:
STATE AGENCY'S NAME
California Integrated Waste Management Board
CONTRACTOR'S NAME
Ogilvy Public Relations Worldwide
2. The term of this **June 13, 2006** through **May 15, 2009**
Agreement is **Or upon final approval signature**
3. The maximum amount of this **\$1,850,000.00**
Agreement after this amendment is: **(One million eight hundred fifty thousand dollars and zero cents)**
4. The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

The agreement is augmented by \$250,000 to enhance tasks already described in the Scope of Work, for a total contract amount not to exceed \$1,850,000.

All other terms and conditions shall remain the same.

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

CONTRACTOR		CALIFORNIA Department of General Services Use Only
CONTRACTOR'S NAME (If other than an individual, state whether a corporation, partnership, etc.) Ogilvy Public Relations Worldwide		
BY (Authorized Signature) 	DATE SIGNED (Do not type) 3/12/07	 APPROVED APR - 3 2007 DEPT OF GENERAL SERVICES  <input type="checkbox"/> Exempt per:
PRINTED NAME AND TITLE OF PERSON SIGNING Beverley Kennedy, Senior Vice President		
ADDRESS 2495 Natomas Park Drive, Suite 650 Sacramento, CA 95833		
STATE OF CALIFORNIA		
AGENCY NAME California Integrated Waste Management Board		
BY (Authorized Signature) 	DATE SIGNED (Do not type) 3/19/07	
PRINTED NAME AND TITLE OF PERSON SIGNING Mark Leary, Executive Director		
ADDRESS 1001 I street Sacramento, CA 95814		

STATE OF CALIFORNIA
STANDARD AGREEMENT
STD 213 (Rev 06/03)

AGREEMENT NUMBER

IWM05057

REGISTRATION NUMBER

39100706130301

1. This Agreement is entered into between the State Agency and the Contractor named below:

STATE AGENCY'S NAME

California Integrated Waste Management Board

CONTRACTOR'S NAME

Ogilvy Public Relations Worldwide

2. The term of this Agreement is: June 13, 2006 through May 15, 2009
or upon final approval signature.

3. The maximum amount of this Agreement is: \$1,600,000.00
(One million six hundred thousand dollars and no cents)

4. The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of the Agreement.

Exhibit A – Scope of Work
Statement of Work, as identified in the Request for Proposal

1 page(s)
By Reference

Exhibit B – Budget Detail and Payment Provisions

4 page(s)

Exhibit C* – General Terms and Conditions
Viewable at www.ols.dgs.ca.gov/Standard+Language

GTC 306 (03/23/06)

Exhibit D – Special Terms and Conditions viewable at
www.ciwmmb.ca.gov/Contracts/Forms/SpeTermsCond.pdf

04/06*

Attachment A – Contractor Certification Clauses CCC-1005

4 page(s)

Attachment B – Recycled Content Certification

2 page(s)

Request for Proposal and any Addendums

By Reference

Firms Submitted Proposal

By Reference

Items shown with an Asterisk (*), are hereby incorporated by reference and made part of this agreement as if attached hereto.

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

CONTRACTOR

CONTRACTOR'S NAME (if other than an individual, state whether a corporation, partnership, etc.)

Ogilvy Public Relations Worldwide

BY (Authorized Signature)

DATE SIGNED (Do not type)

6/15/06

PRINTED NAME AND TITLE OF PERSON SIGNING

Beverley Kennedy, Senior Vice President

ADDRESS

2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833

STATE OF CALIFORNIA

AGENCY NAME

California Integrated Waste Management Board

BY (Authorized Signature)

DATE SIGNED (Do not type)

6/15/06

PRINTED NAME AND TITLE OF PERSON SIGNING

Mark Leary, Executive Director

ADDRESS

1001 I Street, Sacramento, CA 95814

California Department of General
Services Use Only

APPROVED

JUN 29 2006

DEPT OF GENERAL SERVICES

☐ Exempt per:

EXHIBIT A

SCOPE OF WORK

1. The project coordinators during the term of this agreement will be:

CIWMB

Name: Jon Myers

Phone: 906.341.1296

Email: jmyers@ciwmb.ca.gov

Ogilvy Public Relations Worldwide

Name: Beverly Kennedy

Phone: 916.418.1500

Email: Beverly.kennedy@ogilvypr.com

3. Statement of Work

As identified in Section IV, Description of Work of the Request for Proposal.

EXHIBIT B

BUDGET DETAIL AND PAYMENT PROVISIONS

1. INVOICING AND PAYMENT:

- A. For services satisfactorily rendered and upon receipt and approval of the invoices, the State agrees to compensate the Contractor for actual expenditures incurred in accordance with the rates specified herein.
- B. Itemized invoices shall be submitted in triplicate, with two sets of supporting documentation (i.e., receipts, timesheets, etc), not more frequently than monthly in arrears to:

California Integrated Waste Management Board
Financial Assistance Branch
1001 "I" Street
P.O. Box 4025, MS-10
Sacramento, CA 95812-4025

- C. Each invoice submitted to the CIWMB must include the following information:
 - Invoice Number
 - Contract Number
 - Description of Rendered Activities/Services
 - Submitting Contractor's Address
 - Invoice Period

2. BUDGET CONTINGENCY CLAUSE:

- A. It is mutually agreed that if the Budget Act of the current year and/or any subsequent years covered under this Agreement does not appropriate sufficient funds for the program, this Agreement shall be of no further force and effect. In this event, the State shall have no liability to pay any funds whatsoever to Contractor or to furnish any other considerations under this Agreement and Contractor shall not be obligated to perform any provisions of this Agreement.
- B. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the State shall have the option to either: cancel this Agreement with no liability occurring to the State, or offer an Agreement Amendment to Contractor to reflect the reduced amount.

3. PROMPT PAYMENT CLAUSE: Payment will be made in accordance with and within the time specified in Government Code, Chapter 4.5 (commencing with Section 927).

4. TAXES: The State of California is exempt from Federal Excise Taxes, and no payment will be made for any taxes levied on employees' wages. The State will pay for any applicable State of California or local sales or use taxes on the services rendered or equipment or parts supplied

pursuant to this agreement. California may pay any applicable sales or use tax imposed by another state.

5. TRAVEL CLAUSE: All travel will be reimbursed at the exempt travel rates in accordance with the California Code of Regulations Title 2, Chapter 3, Article 2, Section 599.615.1.
6. PAYMENT WITHHOLD: The provisions for payment under this contract will be subject to a ten percent (10%) withholding per task.

The withheld payment amount will be included in the final payment to the Contractor and will only be released when all required work has been completed to the satisfaction of the CIWMB.

7. COST BREAKDOWN:

Sub	Personnel Services	\$/Hr	Fringe Benefits %	Overhead %	Sub Markup %	Total Hourly Rate*
	Ogilvy PR					
	Christi Black, Managing Director	\$ 98.98	35.87%	163.57%	n/a	\$ 275
	Beverley Kennedy, Sr. Vice President	\$ 79.19	35.87%	163.57%	n/a	\$ 240
	Rachel Hobler, Account Director	\$ 41.29	35.87%	163.57%	n/a	\$ 175
	Misha Gutierrez, Account Director	\$ 41.29	35.87%	163.57%	n/a	\$ 175
	Lizelda Engstrom, Account Supervisor	\$ 32.08	35.87%	163.57%	n/a	\$ 160
	Lindsay Hall, Account Supervisor	\$ 27.65	35.87%	163.57%	n/a	\$ 160
	Jessica Langtry, Account Executive	\$ 19.91	35.87%	163.57%	n/a	\$ 120
	Kris Hanson, Creative Director	\$ 67.87	35.87%	163.57%	n/a	\$ 200
	Jerry Lowe, Art Director	\$ 38.18	35.87%	163.57%	n/a	\$ 155
	Julie Childs, Sr. Production Manager	\$ 33.19	35.87%	163.57%	n/a	\$ 140
	John Ewing, Designer	\$ 27.15	35.87%	163.57%	n/a	\$ 125
	Applied Management & Planning Group (AMPG)					
X	Sophia Tripodes Gomez, Project Manager	\$ 54.55	40.00%	60.00%	10%	\$ 132
X	Burt Ehrmann, Data Manager	\$ 45.45	40.00%	60.00%	10%	\$ 110
X	Ann Isbell, Research Associate	\$ 27.27	40.00%	60.00%	10%	\$ 66

A Sub	B Personnel Services	\$/Hr	C Fringe Benefits %	D Overhead %	E Sub Markup %	F Total Hourly Rate*
	CirclePoint					
X	Sarah Layton Wallace, Principal	\$ 55.30	37.50%	127.70%	10%	\$ 182
X	Kristy Ranieri, Sr. Project Manager	\$ 49.53	37.50%	127.70%	10%	\$ 160
X	Matthew Lea, Sr. Associate	\$ 31.25	37.50%	127.70%	10%	\$ 105
X	Felicia Mowll, Associate	\$ 22.47	37.50%	127.70%	10%	\$ 77
X	Nick Zubel, Coordinator	\$ 17.55	37.50%	127.70%	10%	\$ 61
X	Diego & Son Printing Inc.					
	3% of contract, not figured hourly	n/a	n/a	n/a	n/a	n/a


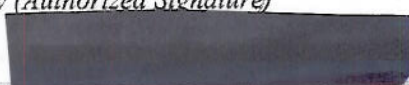
California Integrated Waste Management Board
and Ogilvy Public Relations Worldwide
Agreement Number: IWM05057
Exhibit B (Page 4 of 4)

Sub	Personnel Services	\$/Hr	Fringe Benefits %	Overhead %	Sub Markup %	Total Hourly Rate*
	<u>Nakatomi & Associates</u>					
X	Debra Nakatomi, President	\$ 48.07	29.00%	117.00%	10%	\$ 165
X	Joni Byun, Senior Vice President	\$ 35.57	29.00%	117.00%	10%	\$ 110
X	Michelle Esperanza, Account Director	\$ 28.85	29.00%	117.00%	10%	\$ 77
	<u>Valencia, Perez & Echeveste (VPE)</u>					
X	Patricia Perez, Partner	\$ 72.11	25.00%	93.00%	10%	\$ 253
X	Maricela Cueva, Account Director	\$ 38.46	25.00%	93.00%	10%	\$ 138
X	Carlos Munguia, Asst. Account Executive	\$ 21.15	25.00%	93.00%	10%	\$ 77

CCC-1005

CERTIFICATION

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor to the clause(s) listed below. This certification is made under the laws of the State of California.

Contractor/Bidder Firm Name (Printed) <i>Ogilvy Public Relations Worldwide</i>		Federal ID Number 
By (Authorized Signature) 		
Printed Name and Title of Person Signing <i>SE. Vice President</i>		
Date Executed <i>6/15/04</i>	Executed in the County of <i>Sacramento</i>	

CONTRACTOR CERTIFICATION CLAUSES

1. **STATEMENT OF COMPLIANCE:** Contractor has, unless exempted, complied with the nondiscrimination program requirements. (Gov. Code §12990 (a-f) and CCR, Title 2, Section 8103) (Not applicable to public entities.)

2. **DRUG-FREE WORKPLACE REQUIREMENTS:** Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.

b. Establish a Drug-Free Awareness Program to inform employees about:

- 1) the dangers of drug abuse in the workplace;
- 2) the person's or organization's policy of maintaining a drug-free workplace;
- 3) any available counseling, rehabilitation and employee assistance programs; and,
- 4) penalties that may be imposed upon employees for drug abuse violations.

c. Every employee who works on the proposed Agreement will:

- 1) receive a copy of the company's drug-free workplace policy statement; and,

2) agree to abide by the terms of the company's statement as a condition of employment on the Agreement.

Failure to comply with these requirements may result in suspension of payments under the Agreement or termination of the Agreement or both and Contractor may be ineligible for award of any future State agreements if the department determines that any of the following has occurred: the Contractor has made false certification, or violated the certification by failing to carry out the requirements as noted above. (Gov. Code §8350 et seq.)

3. NATIONAL LABOR RELATIONS BOARD CERTIFICATION: Contractor certifies that no more than one (1) final unappealable finding of contempt of court by a Federal court has been issued against Contractor within the immediately preceding two-year period because of Contractor's failure to comply with an order of a Federal court, which orders Contractor to comply with an order of the National Labor Relations Board. (Pub. Contract Code §10296) (Not applicable to public entities.)

4. CONTRACTS FOR LEGAL SERVICES \$50,000 OR MORE- PRO BONO REQUIREMENT: Contractor hereby certifies that contractor will comply with the requirements of Section 6072 of the Business and Professions Code, effective January 1, 2003.

Contractor agrees to make a good faith effort to provide a minimum number of hours of pro bono legal services during each year of the contract equal to the lesser of 30 multiplied by the number of full time attorneys in the firm's offices in the State, with the number of hours prorated on an actual day basis for any contract period of less than a full year or 10% of its contract with the State.

Failure to make a good faith effort may be cause for non-renewal of a state contract for legal services, and may be taken into account when determining the award of future contracts with the State for legal services.

5. EXPATRIATE CORPORATIONS: Contractor hereby declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of Public Contract Code Section 10286 and 10286.1, and is eligible to contract with the State of California.

6. SWEATFREE CODE OF CONDUCT:

a. All Contractors contracting for the procurement or laundering of apparel, garments or corresponding accessories, or the procurement of equipment, materials, or supplies, other than procurement related to a public works contract, declare under penalty of perjury that no apparel, garments or corresponding accessories, equipment, materials, or supplies furnished to the state pursuant to the contract have been laundered or produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor or exploitation of children in sweatshop labor. The contractor further declares under penalty of perjury that they adhere to the Sweatfree Code of Conduct as set forth on the California Department of Industrial Relations website located at www.dir.ca.gov, and Public Contract Code Section 6108.

b. The contractor agrees to cooperate fully in providing reasonable access to the contractor's records, documents, agents or employees, or premises if reasonably required by authorized officials of the contracting agency, the Department of Industrial Relations, or the Department of Justice to determine the contractor's compliance with the requirements under paragraph (a).

7. DOMESTIC PARTNERS: For contracts executed or amended after July 1, 2004, the contractor may elect to offer domestic partner benefits to the contractor's employees in accordance with Public Contract Code section 10295.3. However, the contractor cannot require an employee to cover the costs of

providing any benefits which have otherwise been provided to all employees regardless of marital or domestic partner status.

DOING BUSINESS WITH THE STATE OF CALIFORNIA

The following laws apply to persons or entities doing business with the State of California.

1. CONFLICT OF INTEREST: Contractor needs to be aware of the following provisions regarding current or former state employees. If Contractor has any questions on the status of any person rendering services or involved with the Agreement, the awarding agency must be contacted immediately for clarification.

Current State Employees (Pub. Contract Code §10410):

1). No officer or employee shall engage in any employment, activity or enterprise from which the officer or employee receives compensation or has a financial interest and which is sponsored or funded by any state agency, unless the employment, activity or enterprise is required as a condition of regular state employment.

2). No officer or employee shall contract on his or her own behalf as an independent contractor with any state agency to provide goods or services.

Former State Employees (Pub. Contract Code §10411):

1). For the two-year period from the date he or she left state employment, no former state officer or employee may enter into a contract in which he or she engaged in any of the negotiations, transactions, planning, arrangements or any part of the decision-making process relevant to the contract while employed in any capacity by any state agency.

2). For the twelve-month period from the date he or she left state employment, no former state officer or employee may enter into a contract with any state agency if he or she was employed by that state agency in a policy-making position in the same general subject area as the proposed contract within the 12-month period prior to his or her leaving state service.

If Contractor violates any provisions of above paragraphs, such action by Contractor shall render this Agreement void. (Pub. Contract Code §10420)

Members of boards and commissions are exempt from this section if they do not receive payment other than payment of each meeting of the board or commission, payment for preparatory time and payment for per diem. (Pub. Contract Code §10430 (e))

2. LABOR CODE/WORKERS' COMPENSATION: Contractor needs to be aware of the provisions which require every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions, and Contractor affirms to comply with such provisions before commencing the performance of the work of this Agreement. (Labor Code Section 3700)

3. AMERICANS WITH DISABILITIES ACT: Contractor assures the State that it complies with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA. (42 U.S.C. 12101 et seq.)

4. CONTRACTOR NAME CHANGE: An amendment is required to change the Contractor's name as listed on this Agreement. Upon receipt of legal documentation of the name change the State will process the amendment. Payment of invoices presented with a new name cannot be paid prior to approval of said amendment.

5. CORPORATE QUALIFICATIONS TO DO BUSINESS IN CALIFORNIA:

a. When agreements are to be performed in the state by corporations, the contracting agencies will be verifying that the contractor is currently qualified to do business in California in order to ensure that all obligations due to the state are fulfilled.

b. "Doing business" is defined in R&TC Section 23101 as actively engaging in any transaction for the purpose of financial or pecuniary gain or profit. Although there are some statutory exceptions to taxation, rarely will a corporate contractor performing within the state not be subject to the franchise tax.

c. Both domestic and foreign corporations (those incorporated outside of California) must be in good standing in order to be qualified to do business in California. Agencies will determine whether a corporation is in good standing by calling the Office of the Secretary of State.

6. RESOLUTION: A county, city, district, or other local public body must provide the State with a copy of a resolution, order, motion, or ordinance of the local governing body which by law has authority to enter into an agreement, authorizing execution of the agreement.

7. AIR OR WATER POLLUTION VIOLATION: Under the State laws, the Contractor shall not be: (1) in violation of any order or resolution not subject to review promulgated by the State Air Resources Board or an air pollution control district; (2) subject to cease and desist order not subject to review issued pursuant to Section 13301 of the Water Code for violation of waste discharge requirements or discharge prohibitions; or (3) finally determined to be in violation of provisions of federal law relating to air or water pollution.

8. PAYEE DATA RECORD FORM STD. 204: This form must be completed by all contractors that are not another state agency or other governmental entity.

STATE OF CALIFORNIA
California Integrated Waste Management Board
CIWMB 74C (Revised 2/03 for Contracts)

RECYCLED-CONTENT CERTIFICATION

Contract # _____

Recycled-Content Certification for Contracts

☐ Check this box if no products, materials, goods, or supplies were purchased with contract dollars and submit to your CIWMB contract manager.

This form may be completed by contractor, vendor, bidder, buyer, state-contracting officer, or state purchasing agent. The form must be completed and returned to the CIWMB with a row completed for each product purchased with contract dollars. Attach additional sheets if necessary. Information must be included, even if the product does not contain recycled-content material. Product labels, catalog/website descriptions, or bid specifications may be attached to this form as a method of providing that information.

Contractor's

Name _____ Date _____

Address _____ Phone _____

Fax _____ E-mail _____ Web site _____

Item/Row Number	Quantity	Unit of Measure	Dollars	Product Manufacturer and number	Product Description	Product Category ¹	Postconsumer Material (Percent) ²	Secondary Material (Percent) ³	Virgin Material (Percent) ⁴	Total Percent ⁵
										100%
										100%
										100%
										100%
										100%
										100%
			Total: \$ _____							
Public Contract Code sections 10233, 10308.5, and 10354 require all vendors and contractors to certify in writing, under penalty of perjury, to the State agency awarding a contract, the minimum, if not the exact, percentage of postconsumer and secondary material in the products, materials, goods, or supplies offered or sold.						Public Contract Code section 12205 (a) requires all State agencies to require all contractors to certify in writing, under penalty of perjury, the minimum, if not the exact percentage, of postconsumer and secondary material in the products, materials, goods, or supplies offered or sold.				

Printed Name

Signature

Title

RECYCLED-CONTENT CERTIFICATION

Footnotes

1. **Product category** refers to one of the product categories listed below, into which the reportable purchase falls. For products made from multiple materials, choose the category that comprises most of the product by cost, weight, or volume. **If the product does not fit into any of the product categories, put "N/A."** Common N/A products include wood products, textiles, aggregate, concrete, electronics such as computers, TV, software on a disk, telephone systems, printers, copiers, fax machines.

Product category	State's recycled content requirements
compost and co-compost (CO) landscaping materials, erosion control, weed control, decomposed organic yard, or food materials	50% TR 10% PC
glass products (GL) windows, fiberglass (insulation), tiles, construction blocks, and flat glass sheets	50% TR 10% PC
lubricating oils (LO) motor, transmission fluids, power steering, crankcase, transformer dielectric fluids, gear, hydraulic, industrial fluids, base stock, for tractors, vehicles, cars, trucks, and buses	50% TR 10% PC
paint (PT) latex paint, interior/exterior, maintenance	50% TR 10% PC
paper products (PP) paper janitorial supplies, corrugated boxes, paperboard (boxes, cartons, wrapping), hanging files, file boxes, building insulation, containers	50% TR 10% PC
plastic products (PL) toner cartridges, carpet, office products, plastic lumber, buckets, waste baskets, benches, tables, fencing, clothing, packaging, signs, posts, binders, and buckets	50% TR 10% PC
printing and writing paper (PW) xerographic, and higher-grade papers, high-speed copier paper, offset paper, forms, carbonless paper, ruled tablets, calendars, posters, manila file folders, index cards, white wove envelopes, and cover stock	30% PC
solvents (SO) heavy printer cleaner, auto degreaser, parts cleaner	50% TR 10% PC
steel products (ST) For steel products complete only dollars, product description, and product category column. Common steel products include automobiles, trucks, staplers, paper clips, steel furniture, scissors, pipe, plumbing fixtures, chairs, ladders, shelving	25% TR 10% PC

tire-derived products (TD) flooring, wheelchair ramps, playground cover, parking bumpers, truck-bed liners, pads, walkways, tree ties, road surfacing, wheel chocks, rollers, traffic control products, mud flaps, posts	50% PC
tires (TI) passenger, truck, bus, trailer/equipment tires.	50% TR 10% PC

TR = total recycled-content PC = postconsumer

2. **Postconsumer material** is material derived from used or recycled material. Postconsumer material is generally any product that was bought by the consumer, used, and then recycled into another product.
3. **Secondary material** is material derived from finished products or fragments of finished products of a manufacturing process that have not been used. An example would be a manufacturer's paper trimmings put back into the manufacturing process for new products. Secondary material is generally any material (product) that did not get to the consumer or was never used prior to being recycled. Secondary material does not include postconsumer material.

Example: If copy paper contained 20 percent postconsumer material, the remainder will be virgin material. Indicate 20 percent in the Postconsumer column and 80 percent in the Virgin Material column. If it contained 20 percent postconsumer material and 40 percent secondary material, indicate 20 percent in the Postconsumer column, 40 percent in the Secondary Material column, and 40 percent in the Virgin Material column.
4. **Virgin material** is that portion of the product made from new or non-recycled material. The material is neither secondary nor postconsumer material.
5. The sum of the postconsumer column, the secondary column, and the virgin column must equal 100 percent.



May 17, 2006

Ms. Carol Baker
California Integrated Waste Management Board
1001 I Street, MS-7
Sacramento, CA 95812

Dear Ms. Baker,

Ogilvy Public Relations Worldwide is pleased to submit this proposal to the California Integrated Waste Management Board, RFP #IWM05057, Public Relations Services for Electronic Waste and Tire Sustainability Programs.

This proposal meets or exceeds all minimum requirements. It demonstrates our proven ability to successfully conduct public education and social marketing campaigns on behalf of state agencies. For nearly 20 years, Ogilvy PR has conducted some of California's most successful statewide programs designed to raise awareness of important issues and causes and, more importantly, affect behavior change.

The team that we have assembled for the purposes of this proposal provides the CIWMB with some of the best professionals in the business. Our team members include:

- Applied Management & Planning Group (AMPG) — a full-service consulting and research firm specializing in environmental programs, opinion surveys, market research (focus groups) and program evaluation.
- CirclePoint — a leading environmental and communication consulting firm with professionals and offices in San Francisco, Sacramento, Napa and Washington, D.C.
- Valencia, Pérez & Echeveste — a full-service public relations firm specializing in conducting community-based social marketing outreach for the Latino population.

(more)

- Nakatomi & Associates — a full-service public relations firm specializing in developing and implementing public awareness campaigns for local and state agencies targeting the Asian Pacific Islander population.

We have also had numerous conversations with Environmental Media Association (EMA), a non-profit organization that specializes in connecting celebrities to important environmental issues. While their budget requirements exceed what is feasible for this proposal, should additional dollars become available, the Ogilvy PR team will bring them into the workplan.

Consider the following:

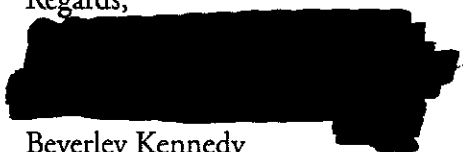
- We know how you work, we understand your issues. Having been on contract with the CIWMB since late 2005, we understand how your organization operates, we know and currently work with key program staff, and we have a deep understanding of the goals and mission of the CIWMB.
- We specialize in conducting social marketing campaigns for government agencies. Through our Social Marketing Practice, we have managed dozens of local and statewide campaigns for government clients in California and understand the requirements of working with the state. Clients have included: Caltrans, the County of Los Angeles Department of Public Works, Sacramento Regional County Sanitation District, Sacramento River Water Reliability Study, City of Sacramento, California Attorney General's Office, California Office of Traffic Safety, California Department of Education and Medical Board of California, to name a few.
- We have a strong background in environmental public relations. Ogilvy PR specializes in creating and implementing strategic communications programs for complex projects that have an impact on their surrounding environment and require extensive stakeholder outreach and public or resource agency involvement. From recycling to land use, infrastructure, water, flood-control, clean-up, and resource management projects, our team has a deep understanding of environmental issues.
- We have an award-winning Creative Studio with more than 60 years of combined work experience in the development and production of informational materials. Our team has worked on a myriad of award-winning, social marketing campaigns aimed at educating audiences and encouraging behavior change.

(more)

- We know Californians. Having conducted statewide campaigns for two decades, we have unmatched experience and knowledge working with California's geographically and economically diverse populations.
- We understand how to reach ethnically diverse and multilingual audiences. Our extensive work with California state agencies has given us unparalleled experience in developing the right messages and communications channels for reaching culturally diverse populations throughout the state.
- We offer a statewide team. With offices in Sacramento, San Francisco and Los Angeles — we truly offer statewide reach.
- We have access to talent. Baker/Winokur/Ryder (B/W/R), a subsidiary of Ogilvy PR, has established a 24 year reputation as a service firm adept at a wide spectrum of disciplines including: motion pictures, television, talent, events and hospitality.

We appreciate the opportunity to present our qualifications to you and would welcome the opportunity to present them in person.

Regards,



Beverley Kennedy
Senior Vice President
Ogilvy Public Relations Worldwide
2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833
916-418-1500
916-418-1515 fax
beverley.kennedy@ogilvypr.com

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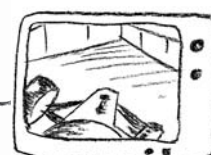
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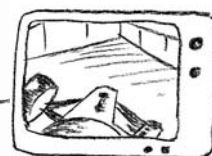
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Contract Eligibility

Ogilvy PR and all of our subcontractors are in good standing with the State of California, pursuant to PCC 10286.

Electronic Waste and Tire Sustainability Programs



II. Firm Qualifications and Organizational Chart

Contract Eligibility

Ogilvy PR and all of our subcontractors are in good standing with the state of California and, therefore, eligible to perform all work as outlined in this proposal pursuant to PCC 10286.

Organizational Information

(Date of establishment, history, location and conflicts)

Founded in 1980, Ogilvy Public Relations Worldwide (Ogilvy PR) is a leading global marketing communications firm, with offices in more than 60 cities around the world. The firm is headquartered in New York and is wholly-owned by WPP Group, one of the world's largest communications holding companies.

Ogilvy PR/California will take the lead in servicing the CIWMB account. The lead office is located in Sacramento at the following address: 2495 Natomas Park Drive, Suite 650, Sacramento, CA 95833.

Ogilvy PR has no known conflicts of interest with the CIWMB.

Team Member Experience

Outlined below is the project team proposed for this contract. We have assembled a team that is not only well-versed in environmental issues, but has successfully worked together previously and has developed award-winning, multi-faceted campaigns for other California state agencies. Please note that number of hours to be performed can be found in the budget worksheets.

Unique Combination of Talents

The Ogilvy PR team provides the best possible blend of skills, talent and experience to meet project goals. The staff we have chosen for this program includes some of the country's most respected social marketing experts,

creative staff and environmental experts. We believe that the synergy provided by this arrangement will provide the CIWMB with a comprehensive and creative approach that is unmatched.

Community-based Social Marketing Expertise

Our team includes veteran social marketing experts, with decades of experience managing some of the state's most challenging (and successful) social marketing and public education campaigns designed to increase awareness levels and change personal behavior. Among these are California's successful efforts to reduce drunk driving, prevent storm water pollution and reduce litter.

Environmental Expertise

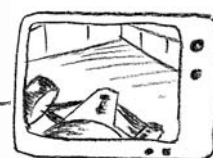
Our team has extensive experience managing strategic communications programs for complex projects that have an impact on the environment. Our issues experience ranges from air and water quality to land use; from infrastructure planning to remediation; from pest insect management to used oil recycling; and from conservation to resource management projects.

Creative Services

Our award-winning Creative Studio has a long track record of success in designing advertising, public service and public education campaigns that capture attention, change attitudes and drive action.

Formative and Evaluative Research Expertise

Our team includes AMPG Research, a California-based research firm experienced at conducting a variety of research programs focusing on environmental issues. AMPG will help plan and conduct both the formative research (such as focus groups and interviews) and evaluative research (such as data review or surveys) as needed.



Multicultural Communications Expertise

Our team of experts has overseen a myriad of campaigns that include significant multicultural outreach components. From our work with the California Public Utilities Commission where outreach was done in eight languages to our award-winning work for the California Center for Teaching Careers (CalTeach) which was conducted in more than 18 languages, our team understands the importance of developing campaigns that successfully reach out to California's ethnically diverse population in culturally and linguistically relevant ways.

Total number of hours per campaign has been provided. Hours for tire waste is listed first.

Ogilvy PR Project Manager Resume

Beverley Kennedy, Senior Vice President

Tasks to Perform: Senior Project Manager responsible for strategy, oversight of all program elements and regular client interaction (157/583)

Beverley Kennedy oversees Ogilvy PR California's Social Marketing Practice, specializing in managing public awareness and social marketing campaigns for local and state government agencies. She excels in creating multi-faceted, multicultural, branded campaigns aimed at educating consumers on a variety of access, health and lifestyle issues.

During the past 12 years, Beverley has overseen a multitude of award-winning campaigns for her client base and is currently the designated senior consultant for the firm's work with the California Integrated Waste Management Board, the California Office of Traffic Safety, the California Highway Patrol and the Caltrans' "Don't Trash California" campaign.

Beverley has an in-depth understanding of how to educate and create positive behavior change among diverse populations and has extensive experience in creating fully integrated campaigns consisting of community outreach, public/private

partnership development, media relations, message/brand development, research, special events and advertising efforts.

As senior counsel for the California Center for Teaching Careers (CalTeach) campaign, Beverley was responsible for providing strategic counsel and running this \$17 million, multi-year, mass media teacher recruitment campaign that was conducted in more than 18 languages. Beverley and her team were responsible for overseeing a multi-million dollar media buy (television, radio, print, internet and theatre), research activities, partnership development, media relations efforts, and community and ethnic outreach activities. Ogilvy PR, under Beverley's leadership, generated more than 268 million advertising and media impressions, increased calls to CalTeach's 1-800 number by 178 percent and attained over \$4.1 million in added value through media partnerships and corporate sponsorships. Most importantly, more than 17,000 new teachers (goal was 10,000) were recruited for the state of California's schools.

As a senior consultant on the California Department of Education's Child Development Division account, Beverley oversaw a program which increased awareness among target audiences (low-income women) about quality child care — what it is and how to access it. Through a statewide, multi-lingual (English and Spanish) campaign, Ogilvy PR generated more than 148 million audience impressions, \$854,000 in added value (advertising and PR) and increased calls to the Child Care Connections' 1-800 number by 59 percent.

In addition to the award-winning programs referenced above, Beverley has worked on several other social marketing and advertising campaigns including: New Melones Reservoir, Sacramento Area Water Works Association, County of Los Angeles Department of Public Works, Contractors State License Board, California Department of Justice, California Department of Insurance and the Medical Board of California, to name a few.

Prior to joining Ogilvy PR, Beverley worked as a Community Director for the March of Dimes Birth Defects Foundation where she was responsible for fund development and special event planning.



Beverly has a bachelor of arts in communication studies and a minor in business from California State University, Sacramento. She is the current President for the Sacramento Chapter of the Public Relations Society of America (PRSA) and in 2001, she received Ogilvy PR's prestigious Chairman's "Vision & Values" Award for adhering to Ogilvy PR's high standards of excellence.

Ogilvy PR Resumes

Christi Black, Managing Director

Tasks to Perform: Pro bono senior counsel on both campaigns (100 hours total)

Christi has been conducting social marketing, consumer education and public affairs programs in California for the past 20 years. Christi's expertise includes reproductive health, environmental communications, local government policy and planning, trade association communication and managing programs to reach multicultural populations. She has a reputation for being a successful business manager, an insightful strategic planner and applying research techniques to design and evaluate public relations programs.

Christi is the senior project manager for the California Department of Transportation's "Don't Trash California" campaign. This innovative effort to help reduce highway storm drain pollution caused by litter, utilizes paid advertising, corporate partnerships, community outreach and special events to garner attention and direct behavior change.

Christi has also worked on a myriad of other environmental projects including working with the Water Forum to support a multi-county, multi-disciplinary collaborative water planning project; the Southern Pacific Railyard to implement the public participation component of the master planning process, which has been recognized as one of the nation's most comprehensive and successful public involvement programs; and the California Landscape Contractors Association where she created and managed a statewide public awareness campaign designed to mitigate the effects of the long-term drought on the landscape industry in California.

Within the social marketing and public education arena, Christi has worked with clients to help change driving behavior, reduce pregnancy statistics and curb child abuse.

Christi has a bachelor of arts from California State University, Chico. She also has a California Teaching Credential in Allied Health, California State University, Chico.

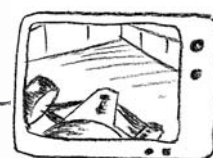
Rachel Hobler, Account Director

Tasks To Perform: Responsible for day-to-day implementation of both campaigns including working with vendors, ensuring deadlines are met, adhering to budget parameters and delivering high quality client service (505/1349)

Rachel Hobler is an account director in Ogilvy PR California's Social Marketing Practice. Rachel specializes in project management and strategic development of social marketing and public education programs for statewide as well as local government agencies. Rachel excels at implementing integrated communication programs and spearheading project teams in the coordination of all deliverables. Rachel and her team's work have resulted in award-winning campaigns for numerous clients and in 2001 they won Ogilvy's Professional Achievement Award for their work on the California Center for Teaching Careers account.

Currently, Rachel is the project manager for the CIWMB's program targeting local decision makers on the importance of using key recycled-content materials.

Rachel also serves as the project manager for the Sacramento Regional County Sanitation District's "Be Mercury Free" program, aimed at reducing mercury pollution in the waterways by educating the public on the dangers of mercury pollution from mercury thermometers. Additionally, she has overseen a pest insect and plant management campaign for the city and county of Sacramento for more than three years. Augmenting her environmental expertise, Rachel is in the process of developing educational curriculum for Caltrans' "Don't Trash California" school outreach efforts.



Rachel also has extensive experience managing local and statewide public education programs. She has managed the California Department of Justice's Elder Abuse Prevention campaign, the Medical Board of California's general awareness campaign, the California Department of Education's Quality Child Care campaign and the California Center for Teaching Careers teacher recruitment effort, to name a few.

Prior to joining Ogilvy PR in 1997, Rachel worked in the Sales & Marketing Department for Sacramento's NBC affiliate KCRA, and performed student outreach for the California State University, Chico Internship Office.

She has a bachelor of arts degree in journalism and a minor in business administration from California State University, Chico.

Misha Gutierrez, Account Director

Tasks to Perform: Assist in identifying tire retailers, assist in sponsorship strategy for e-waste campaign (25/148)

Misha Gutierrez is an account director and has been with the agency for nearly seven years. Misha has extensive experience in the storm water pollution prevention arena and understands how to educate and create positive behavior change among diverse populations. During Misha's time with Ogilvy PR, she has successfully managed several fully integrated campaigns that included community outreach, public/private partnership development, media relations and advertising.

Currently Misha serves as the project manager for the \$6.5 million Caltrans "Don't Trash California" storm water pollution prevention campaign. This comprehensive program includes research, media relations, advertising, events, sports marketing, partnerships and collateral development and distribution. The campaign is being implemented in English, Spanish, Chinese, Korean and Vietnamese.

Previously Misha served as the project manager for the California Department of Transportation's "Don't Trash Fresno" storm water public education research study designed to help reduce storm water pollution on California's freeways and highways. Under Misha's direction, during the pilot program, the campaign achieved more than 112 million impressions and more than \$154,700 in added value from the paid media program (print, radio, television, cinema and out-of-home) and public event participation reached more than 250,000 people. At the end of the pilot program, survey results showed that more than 90 percent of the population indicated that they had heard of the program and 47 percent reported witnessing a reduction of litter in their community.

Misha previously assisted the Sacramento Regional County Sanitation District's development of a plan to support the "Be Mercury Free" campaign that targets residential sources of mercury pollution. In addition, as part of the County of Los Angeles Department of Public Works "Can It!" storm water pollution prevention team, Misha oversaw the development and implementation of corporate storm water Best Management Practice (BMP) trainings for Los Angeles County restaurants and retail gas stations including training guide, materials and collateral development.

Misha holds a bachelor of science degree in business administration from the University of Redlands and a master's degree in communication studies from California State University, Sacramento.

Lizelda Lopez Engstrom, Account Supervisor

Tasks to Perform: Conduct media relations effort for waste tire, assist in creating/transadapting creative materials, participate in focus groups (139/0)

Lizelda Lopez Engstrom joined Ogilvy PR in April 2005 and brings to the agency a wealth of experience and knowledge about California public policy and outreach to the Latino market. Her career in public policy began with the Budget Committee of the California State Assembly. As a Jesse M. Unruh Assembly Fellow, Lizelda learned first hand the complexities of the legislative process, and also got to know the key "players" in the



capitol. After her fellowship, she was a legislative staff member in the office of Assembly Member Manny Diaz where she was responsible for all legislation related to education, local government, transportation, and information technology.

Lizelda remains active with the Latino caucus and has developed a special relationship with California's Latino press. Born in Tijuana, Mexico, Lizelda is fluent in Spanish and is an expert on bilingual public affairs, ethnic outreach support and strategy on a wide range of public affairs issues. She oversees Ogilvy PR's Spanish language translations and interviews with *La Opinion*, *Hoy!*, Univision, Telemundo and other Latino media outlets.

Lizelda currently works on the multi-million dollar contract with the California Integrated Waste Management Board and manages a \$1 million grant from The California Wellness Foundation. The grant seeks to increase the level of interest from underserved communities in pursuing a career in the health professions. Much of her work is geared toward reaching out to communities of color.

Lizelda has a double major bachelor of arts degree from the University of California, Los Angeles and a master's degree in public policy from the Kennedy School of Government at Harvard University.

Lindsay Hall, Account Supervisor

Tasks to Perform: Assist with the partner program for waste tire and e-waste campaigns, attend and coordinate e-waste promotional events (105/406)

Lindsay is an account supervisor for Ogilvy PR and has worked extensively on public education and community outreach campaigns throughout the state.

Currently, Lindsay manages the County of Los Angeles Department of Public Works Storm Water/Urban Runoff Public Education Program, which includes media relations activities, commercial/business trainings and technical support to the storm water programs of the 84 cities within Los Angeles County.

Lindsay also manages a grant from The California Wellness Foundation focusing on teenage pregnancy prevention, and she oversees the event participation and partnership components of Caltrans' statewide "Don't Trash California" public education campaign.

Previously, Lindsay managed the Sacramento Regional County Sanitation District's mercury awareness program for schools as well as the public relations program for California's state-administered 529 college savings plan, ScholarShare.

Lindsay has also supported the media relations, material development and grantee technical support activities for the "Get Real About Teen Pregnancy" public education campaign, which was part of the 10-year Teen Pregnancy Prevention Initiative funded by The California Wellness Foundation.

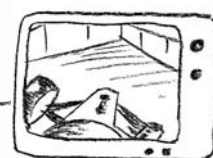
Lindsay graduated with honors from California State University, Chico with a bachelor's degree in journalism and holds a Certificate of Advanced Business Studies from California State University, Sacramento. She is a member of the International Association of Business Communicators (IABC) and served for five years on the Executive Board of the Sacramento Chapter.

Jessica Langtry, Account Executive

Tasks to Perform: Track and measure success on both accounts, participate and lead co-op promotion events for e-waste, oversee distribution of materials to partners, schedule Speakers Bureau activities (152/480)

Jessica Langtry is an account executive in the Sacramento office of Ogilvy PR. She conducts media relations, research and community outreach for multiple accounts within the Public Affairs and Social Marketing Practices.

Currently, Jessica is working on behalf of the CIWMB to identify and book meetings with key decision makers in order to promote specific recycled-content materials. She is also responsible for media relations efforts for the Buena Vista Rancheria of Me-Wuk Indians and the Picayune Rancheria of Chukchansi Indians, and she is also



involved with community outreach for TIAA-CREF and The California Wellness Foundation. Jessica's other accounts include the County of Los Angeles Department of Public Works (creating awareness of the dangers of storm water pollution) and the University of California San Francisco (promoting events surrounding changes in Medicare that will affect the senior community).

Jessica previously served as Special Assistant for Assembly Speakers Herb Wesson and Robert H. Hertzberg at the State Capitol. There, she developed strategies for publicizing events, writing press releases, and maintaining contacts with print publications and broadcast media.

Jessica received her bachelor of science degree in business management from the University of Phoenix.

Kris Hanson, Creative Director

Tasks to Perform: Art direction and strategic counsel on both campaigns (37/64)

Kris Hanson is a senior vice president and creative director responsible for managing the West Coast's Creative Studio including developing award winning work for clients including, but not limited to: advertisements, collateral materials, brochures, interactive sites and promotional marketing materials.

An art director and designer by trade, Kris manages a creative shop adept at concepting and designing radio, television, collateral, outdoor, out-of-home, direct mail, print advertising, trade show design and interactive media. She is experienced in working with government entities on public education campaigns and public affairs outreach.

Under Kris' leadership, the Caltrans' "Don't Trash Fresno" storm water pollution prevention program received 20 awards for creative execution.

Additionally, for the past two years Kris and her team have worked on LA County's comprehensive

public education program that seeks to curb the polluting behaviors of its residents. Campaign elements included a brand identity of the campaign, television and radio spots, print ads and a bilingual outdoor campaign which included billboards and internal as well as external advertising on city buses.

Adept at ensuring creative materials, be it brochures or TV spots, resonate with all target audiences, Kris and her team developed a "transcreated" creative campaign for the Universal Lifeline Telephone Service (ULTS) to increase the number of ULTS subscribers statewide. Because the campaign targeted a variety of cultures and ethnicities, Kris took special care in developing creative materials that appealed to all of the target audiences.

In addition to the above, Kris and her team have designed award-winning campaigns for the California Office of Traffic Safety (Drunk and Drugged Driving [3D] Prevention Month, Seat Belt Compliance and Sports Marketing), Los Angeles Police Department (ASK LAPD), CalTeach (Make the Difference of a Lifetime. Teach.), The California Wellness Foundation (Get Real About Teen Pregnancy!) and the California Department of Insurance (Experts Working for You). Collectively, her team has won more than 80 awards at local, regional, statewide and national awards shows.

Kris has a bachelor of arts degree in communications/graphic design from California State University, Chico.

Jerry Lowe, Art Director

Tasks to Perform: Art direction, message development and design for both campaigns (201/220)

Jerry Lowe is an art director with Ogilvy PR and is responsible for providing art direction and producing a variety of creative campaign materials for the firm's California client base.

As part of the creative team, Jerry will be responsible for delivering top-notch creative materials and ideas as necessary. As well as being an art director who



is skilled and experienced with the design and development of print collateral, Jerry is also a copywriter who writes most of the television and radio scripts for Ogilvy PR's California clients.

For the "Don't Trash California" campaign, Jerry created the scientist characters "Smith and Jones" who are featured in campaign materials and in television public service announcements.

Jerry has also provided art direction, layout and design for the "Be Mercury Free" program for the Sacramento Regional County Sanitation District, which aims to reduce mercury pollution in the waterways by educating the public on the dangers of silver-mercury thermometers.

He has also provided creative support for other environmental clients including the Waterwise Pest Control Program, the County of Los Angeles Department of Public Works, Sacramento Area Water Works Association and the Water Forum.

Jerry's expertise extends to social marketing, where he is currently working on several driving campaigns — attempting to modify driver behavior of teens and tweens.

Jerry received his bachelor of arts degree in journalism/public relations from the California State University, Fresno.

John Ewing, Designer

Tasks to Perform: Design and layout for both campaigns (166/110)

John Ewing is a designer in the Creative Studio of Ogilvy PR, providing design services including print advertising and collateral design and production. John has contributed his design skills to many public advocacy campaigns and has several years of experience designing award-winning materials for social marketing programs.

Over the past five years, John has been an integral part of the team working on the redesign and translation of more than 160 brochures for the California Department of Insurance. Additionally, he has developed artwork for a variety of print advertisements, displays and

collateral items on behalf of the Department. His talent has helped the "Insurance Experts" campaign receive multiple awards.

John has also helped create and implement several types of collateral and informational materials for Water Wise Pest Control and the County of Los Angeles Department of Public Work's "Can It!" campaign focusing on litter prevention.

Prior to joining Ogilvy PR, John was a member of Sperry & Associates Advertising where he devoted his time to creating original design concepts as well as servicing existing campaigns, via the implementation of various types of advertising, point-of-purchase materials and collateral.

John studied photography, visual art and journalism at Sierra College in Rocklin, CA.

Julie Childs, Senior Production Manager

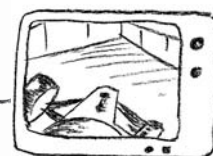
Tasks to Perform: Production and traffic oversight for both campaigns (55/35)

Julie is the senior production manager for the Creative Studio of Ogilvy PR/California where she coordinates and schedules printing, broadcast traffic, oversees the creative department schedule and manages the creative team budgets.

Julie brings more than 25 years of experience to Ogilvy PR. She started her career in advertising in the Bay Area before moving to Sacramento in 1989.

Prior to joining Ogilvy PR, Julie worked with several marketing communications firms in Sacramento. During that time, Julie worked extensively with a company that recycled tires and turned them into stone-like products for homes (driveways, patios, etc).

Julie also serves on the American Advertising Federation, Western Region Board of Directors.



Subcontractors

CirclePoint

135 Main St., Suite 1600
San Francisco, CA 94105
415.227.1100

CirclePoint provides consulting services in facilitation, mediation, public education, community relations, communications, and environmental planning. The firm specializes in government agency coordination and the implementation of complex initiatives involving the public and private sectors. The firm has a 19-year history of successful projects in recycling, solid waste management, technology, transportation, water resources, land development, energy, utilities, and natural resource projects throughout California. CirclePoint achieves client goals through effective communications, knowledge of political, economic and technical considerations, management of issues, and positive actions.

CirclePoint staff approaches major programs with the goal of improving internal team and external stakeholder communications management. In addition, the organization works to ensure the proper collection, analysis and reporting of public and stakeholder comments so that key agency managers make more informed decisions. CirclePoint offers a unique approach by providing a strong technical background in environmental and local planning issues. The principals and project managers at CirclePoint have a proven record of managing and successfully completing many diverse programs for both the private and public sectors.

CirclePoint is a certified small business. Examples of relevant work are outlined below.

- **Source Reduction And Recycling Programs**
Various Government Agencies
California

CirclePoint has experience in several types of programs for recycling and source reduction. Prior projects have included preparation of EIR's for the Recycling and Household Hazardous Waste Elements required by Assembly Bill 939. The EIR's on the Recycling Elements were

conducted for the Cities of Danville, Lafayette, Moraga, Orinda, San Ramon, and Walnut Creek and also for eight cities in Solano County. Staff members have also participated in statewide recycling programs. Specific work included assistance in California Recycle Week Campaign, including media relations and promotions, under contract to the California Department of Conservation, Division of Recycling.

- **Santa Clara County Waste Management Joint Powers Authority (JPA)**

City of Palo Alto
Santa Clara County

The North Santa Clara County Waste Management JPA included Palo Alto, Mountain View, Cupertino, Sunnyvale, Los Altos, Los Altos Hills, and Santa Clara. The JPA was formed to explore various waste management options for the region, including resource recovery, landfill expansion and recycling opportunities. Principals at CirclePoint served as staff to the waste management JPA for over three years. Work included meeting facilitation, public information brochures, grant applications, staff support to the policy board, legislative monitoring, and representation of the JPA at all public meetings. Work also included coordination of technical studies and contracts of various environmental and engineering firms.

- **Bay Area Alliance For Sustainable Development**

Bay Area Alliance
Bay Area, California

The Bay Area Alliance for Sustainable Development is a multi-stakeholder coalition established in 1997 to develop and implement an action plan to create a more sustainable Bay Area. The unprecedented partnership is made up of some of the regions leading business, community, and civic leaders. CirclePoint worked with the Bay Area Alliance to roll out its philosophy, purpose, and action plan — which is contained in its Compact for a Sustainable Bay Area. CirclePoint developed a comprehensive strategy to promote the Compact to the general public, the media, community organizations, businesses and employers, and government agencies and public officials. CirclePoint also helped in the development and implementation of a series of workshops that the Bay Area Alliance will conduct with key stakeholders throughout the region.



Additionally, CirclePoint led the effort to create and establish a program identity for the Bay Area Alliance and to create and design communication pieces and materials.

- **Design-Build Conference**

San Francisco County Transportation Authority
San Francisco, California

This Design-Build Conference brought together top experts in the transportation arena to exchange their experience and ideas about the Design-Build method of construction. CirclePoint was responsible for securing sponsors/outside funding and all conference planning and implementation. CirclePoint organized the event by researching and securing the venue, coordinating catering, directional signage, room layout and audio/visual equipment. To publicize the event, an information package was developed and distributed to attract transportation experts from the public and private sector as well as speakers and audience members. CirclePoint made arrangements for travel and accommodations and oversaw invitation and large-scale promotional mailings. All onsite logistics including the overall visual experience of the conference, presentation coordination, video displays and lighting were orchestrated by CirclePoint.

Sarah Layton Wallace, Principal

Tasks to Perform: Collaboration with OPR on partnership outreach, training and sponsorship development for e-waste campaign (0/196)

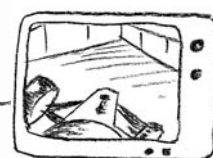
Sarah has over 18 years of experience in strategic program management, communications, stakeholder involvement, consensus building, program development, public affairs, coalition building, and media relations. She has strong project management, organizational, written and verbal communication skills, with expertise in collaboratively planning and implementing communications and outreach plans with Councils, Boards, staff, and multi-disciplinary teams of consultants.

Sarah is adept at environmental communications. She is the senior project manager for a new CALFED communications initiative as well as the facilitator for the U.S. Army Corps of Engineers Delta Long-Term Management Strategy. Last year she developed a national public education program strategy for the Water Environment Federation designed to reach civic leaders and the general public. She facilitated a group brainstorming meeting among public water agency leaders and directed a team of CirclePoint staff to develop a storyline, centerpiece brochure, talking points, a Web site, and other collateral materials.

Sarah has been conducting media relations in California for the last six years. She conducted statewide media outreach for the California Infrastructure Coalition that included periodic media pushes on topics from storm water and wastewater to public buildings and schools. She recently assisted the City of Concord to plan and implement outreach about the closure of the Concord Naval Weapons Station to and through the media. She developed media packets that included a FAQ, press release, and background materials. She advised the city on the Mayor/Council and staff response to media coverage and inquiries. After the announcement, Sarah drafted an op-ed for use by the Mayor, as well as a Q&A for an appearance on Comcast Community Spotlight.

Building partnerships and securing outside funding through sponsorships is a special skill that Sarah brings to bear for her public-sector clients to assist them to do more with their limited human and capital resources. She built a member-funded California coalition to raise public awareness of infrastructure needs; she secured private-sector sponsorships and in-kind contributions to develop, print and distribute public education materials; she secured a grant to create regional report cards and build media attention around them; she landed private-sector sponsorships to help a client make an effective, educational appearance at a national conference.

Prior to her 1999 move to California, Sarah served as the Washington, D.C. Office Director of the American Public Works Association, where she staffed the Solid Waste Management Committee. She worked for a solid waste and recycling association earlier in her career.



Sarah earned her bachelor of arts in English with honors and a political science minor at Wittenberg University in Springfield, Ohio.

Kristy Ranieri, Senior Project Manager

Tasks to perform: Lead partnership outreach trainings for CirclePoint (0/265)

Kristy has over 10 years of experience in strategic communications and collaborative planning for a wide range of projects in pollution prevention, water resources, transportation, open space management and planning issues. She has strong written and verbal communication skills, with expertise in creating educational and awareness campaigns and materials such as strategic action plans, study guides, newsletters, brochures and Web based communication tools.

Currently, Kristy serves as the Senior Project Manager for Fairfax County's Office of Solid Waste Collection and Recycling public awareness campaign "Recycle Rechargeable Batteries." Communication materials are being developed including a "recycle bag," and print materials to complement a media outreach program. The pilot-phase program will develop the branding and look for the launch of a larger full scale campaign in the future.

Kristy serves as Senior Project Manager for the Fairfax Customer Service Outreach Program, leading the effort to support Fairfax County Wastewater Management's long-term wastewater management and pollution prevention goals. Responsibilities include conducting a survey of County residents regarding their understanding of wastewater issues, increasing customer awareness of program activities, and implementing strategic communication activities.

Kristy has managed the "Our Water, Our World" public awareness campaign for the Alameda County Countywide Clean Water Program (ACCWP) for the past five years. Responsibilities include the creation of educational materials and point-of-purchase store displays to educate the public

about pesticide use and product options and the impact on water quality. The regional program was awarded a 2005 USEPA Pesticide Environmental Stewardship Program (PESP) Champion award for its effective outreach program.

Kristy has also served as the communications manager for many other high profile public awareness programs such as the Water Environment Federation's (WEF) national campaign, Water is Life and Infrastructure Makes it Happen, the outreach program for the Golden Gate Park Transportation Improvement Projects, the Sierra Azul & Bear Creek Redwoods Open Space Preserves Master Plan outreach program, the Bay Area Action Plan for Sustainable Development communication program, the Palo Alto Traffic Safety public awareness campaign and the Caltrans I-80 High Occupancy Vehicle Lane public awareness program.

Kristy has a bachelor of arts in government from Connecticut College, New London. She also has a master of government administration from the University of Pennsylvania, Philadelphia.

Matthew Lea, Senior Project Associate

Tasks to perform: Develop sponsorships for e-waste effort (0/110)

Matthew has 12 years of experience providing strategy-based communications services to a broad range of public agency and private sector organizations. He has produced award-winning marketing and advertising materials and has helped organizations develop a distinctive identity using his expansive writing, editing, research, and web development skills.

Currently Matthew is working with a multi-disciplinary team of staff and consultants for the Contra Costa Transportation Authority (CCTA), providing communications support. He is helping the CCTA redefine their overall identity and communications program and is updating their Web site and logo with the aim of assisting CCTA to provide a clear and consistent message of progress and responsibility to their constituents. Going forward, Matthew will also be working with CCTA to clarify its overall mission, core messages, and short- and long-term communication goals.



Matthew is also working with a multi-disciplinary team of staff and consultants for the Transportation Authority of Marin (TAM), providing communications and media outreach support. He is assisting TAM in developing a strategic communications plan to clarify their communication goals, their key audiences, and projects for which they will need specific public outreach efforts. Matthew has helped TAM develop their first annual report so it is an informative, reader-friendly communications tool that is in line with their strategic communications goals. Matthew is also working with TAM to develop comprehensive media relations outreach strategies and tools based upon TAM's long-term media involvement goals. He has set up procedures for proactive media involvement, crisis communications and long-term, open information sharing, among other things. In sum, these strategy-based communications and public outreach efforts will allow TAM to present to its diverse audiences a clear identity that will be the backdrop for all internal and external communications efforts, from brochures to fact sheets to board interaction.

Matthew has a bachelor of arts in literature with philosophy minor from the University of Nevada in Reno, Nevada.

Felicia Mowll, Project Associate

Tasks to perform: Assist with partnership development for e-waste (0/100)

Felicia is accomplished in implementing public outreach programs, coordinating stakeholder communications and event planning. She is experienced in public relations, advertising, communications, web development, research, writing, editing, and designing public information, press releases and case studies.

Felicia is the communications and outreach project associate on a multi-disciplinary team of staff and consultants for the Transportation Authority of Marin (TAM). She developed the structure and content for TAM's new Web site and worked closely with TAM to create a user-friendly portal to assist users in finding information on every aspect of

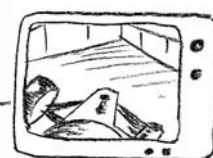
the newly established Authority. Felicia also plans public meetings and open house informational meetings for TAM construction projects including coordination of venue logistics, open house noticing, media awareness and the open house display.

Felicia developed and now authors articles published in a monthly e-Newsletter devoted to promoting the transit enhancement, incident management and travel information goals of the East Bay SMART Corridors Program. The e-Newsletter is distributed to agency stakeholders and the interested public to promote local and regional public awareness of the program and its benefits to the environment. In addition, Felicia spearheaded development of a booth exhibit to educate conference attendees about the program.

Felicia is currently managing all aspects of stakeholder participation in a first-of-its-kind Regional Emergency Coordination Plan. She is responsible for accurately tracking and recording all correspondence, document exchange and meeting participation as well as assisting in the planning of all stakeholder meetings to collect and organize stakeholder comment. She is monitoring and maintaining a collaborative project Web site that is used as a resource for the client, oversight and project team, and stakeholder representatives.

For the San Francisco County Transportation Authority, Felicia successfully organized a Design-Build Conference, an event that brought together top experts in the transportation arena to exchange their experience and ideas about the Design-Build method of construction. She anticipated, planned and prepared for every detail and occasion. She researched and secured the venue, coordinated catering, created directional signage, and designed room layout and audio/visual equipment plans. Felicia also developed speaker packets and conference day materials, then orchestrated the visual experience of the conference by assembling and coordinating the presentations, video displays and lighting to create seamless transitions between presentations and moderated discussions.

Felicia has a bachelor of arts in psychology from New York University in New York, New York.



Nick Zubel, Project Coordinator

Tasks to Perform: Support on partnership and sponsorship tasks for e-waste campaign (0/127)

Nick is experienced in data collection, research analysis, web site design, facilitation, and community outreach. He also has basic Spanish language skills. Nick is currently working on the public outreach efforts for the Transportation Authority of Marin (TAM) strategic communications plan. He is also working to expand distribution and promote a monthly e-Newsletter devoted to promoting the transit enhancement, incident management and travel information goals of the East Bay SMART Corridors Program. The e-Newsletter is distributed to agency stakeholders and the interested public to promote local and regional public awareness of the program and its benefits to the environment.

Nick has a bachelor of arts in international security and conflict resolution (ISCOR) with specialization in global systems from California State University, San Diego.

AMPG Research

12300 Wilshire Blvd., Suite 430
Los Angeles, CA 90025
310.820.0741

The Applied Management & Planning Group (AMPG) is a full-service consulting and research firm, serving a wide variety of businesses and government agencies in California. As general management consultants, AMPG specializes in developing targeted and practical solutions in:

- Environmental Programs;
- Opinion Surveys and Market Research;
- Public Policy and Program Evaluation;
- Management and Organizational Reviews; and,
- Human Resources

AMPG will be responsible for providing all research needs.

AMPG's reputation is characterized by their ability to provide answers to organizations that need a rapid response to pressing market research questions. AMPG has assisted clients in both the public and private sector to better understand their customers' needs, evaluate their market position, and develop strategic plans to maximize current market positioning and prepare for future growth.

AMPG has been selected to be part of the California Department of General Services' Strategic Planning and Management Consulting Master Service Agreement (MSA) since 1996. The purpose of the MSA is to provide state and local agencies with the option of contracting directly with firms on the MSA without having to go through the Request for Proposal process. AMPG's selection to this pre-approved cadre of firms is a testament to their ability to provide clients with consulting services on time and within budget. In addition, AMPG is a certified Women's Business Enterprise and Small Business.

The AMPG research team has extensive experience conducting qualitative and quantitative research for the express purpose of directing the development of public relations and community education programs. Through focus groups, telephone surveys, intercept surveys and target audience profiling, AMPG has contributed to the development of several statewide and local campaigns, and has evaluated their effectiveness.

The firm has worked with the California Department of Parks and Recreation, California Integrated Waste Management Board and the California Energy Commission, the County of Los Angeles Department of Public Works: Business and Residential Recycling, Bureau of Automotive Repair: Smog Check Program and the California Air Resources Board: Reformulated Gasoline, to name a few.

Sophia Tripodes Gomez, Principal

Tasks to Perform: Oversight of all qualitative and quantitative research methodologies (198/52)

Sophia Tripodes Gomez brings nine years of experience to the table directing a wide variety of consulting projects including statistical and survey research efforts, market research, focus groups, management studies, and program evaluation.



She has successfully managed 20 market research surveys in the last three years to evaluate public education campaigns and/or gauge public opinion and awareness, and has an in-depth understanding of how social marketing campaigns should work in order to be effective.

In 2002, she managed two consumer awareness studies for the County of Los Angeles Department of Public Works to evaluate the effectiveness of residential and business recycling campaigns. Activities included conducting a pre and post telephone survey and comparing the statistical differences in order to measure changes in awareness and behavior. Additionally, she conducted market research to develop messages for a public relations campaign designed to increase recycling among small, medium, and large businesses in the unincorporated areas of Los Angeles County, and to track public response to the campaign over time.

Under Sophia's leadership, her firm has also conducted multiple focus groups on behalf of Caltrans' "Don't Trash California" campaign (currently being implemented by Ogilvy PR). Focus groups were conducted in English, Spanish, Chinese, Korean and Vietnamese.

Sophia received a bachelor of arts in journalism and a master's in urban planning from UCLA. She is a member of the American Marketing Association.

Burton Ehrmann, Database Manager

Tasks to Perform: Quantitative Data/Statistical Output (78/20)

Burton Ehrmann has over sixteen years of experience maintaining the databases for a wide variety of consulting projects including statistical and survey research efforts, market research, focus groups, management studies, and program evaluations.

His clients include local and state public agencies and private industries, such as the California Department of Education, California Department of Rehabilitation, Office of the Legislative Analyst, Chancellor's Office of the California Community

Colleges and the California Integrated Waste Management agency. Local agencies with whom he has worked include the County of Los Angeles Department of Public Works for a public opinion and awareness survey, the Los Angeles City Board of Public Works for numerous consumer recycling surveys and the Los Angeles Unified School District, undertaking data matching and high level statistical runs for a variety of programs designed to improve student achievement.

Burton has experience designing, developing and implementing data solutions for survey research. His credentials include the trust of the Associated Administrators of Los Angeles which contracts with AMPG, under his supervision, to determine the results of a citywide election of officers each year.

Ann Isbell, Research Associate

Tasks to Perform: Assist with quantitative and qualitative data collection (92/24)

Ann Isbell has three years experience conducting and analyzing survey research efforts and focus groups for research and evaluation purposes. The public and private sector clients for which she has consulted include educational institutions, and city and county agencies.

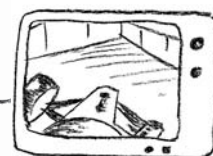
Her experience includes developing, implementing, analyzing, and presenting findings, and managing survey research projects. In addition, she has experience in developing protocols, moderating, and synthesizing the findings from focus groups.

Ann received her bachelor of arts in psychology and sociology and her master's in developmental psychology from Claremont University. She is a member of the Association of Psychological Science.

Valencia Pérez & Echeveste, Inc.

1605 Hope St. #250
Pasadena, CA 91030
626.403.3200

Valencia, Pérez & Echeveste Public Relations, Inc. (VPE) is ranked as the country's leading independent Hispanic public relations agency. The firm has



demonstrated its ability to create multi-lingual and multicultural social marketing campaigns, reaching California's diverse Latino communities for more than 10 years for a number of public and private sector clients.

VPE uses the tools of media relations and localized community outreach to educate consumers for social purposes. More specifically, the agency has the capability and experience to develop effective grassroots communications campaigns, utilizing non-traditional methods to deliver key messages to predominantly Spanish-speaking households. VPE has created and designed statewide consumer education programs with this cultural and language sensitivity in mind. Headquartered in South Pasadena, California, the agency represents a diverse portfolio of regional and national clients. The VPE team includes some of the most talented bilingual/bicultural Hispanic public relations professionals in the field, who bring a broad range of cultural and professional backgrounds to the agency.

Relevant VPE clients have included: South Coast Air Quality Management District, Southern California Association of Governments, California Clean Cars Campaigns, City of Los Angeles - Northeast Interceptor Sewer System, and County of Los Angeles Department of Public Works (Storm Water Pollution Prevention).

Patricia Pérez, Principal

Tasks to Perform: Strategic counsel on both campaigns with focus on media and partnerships (55/75)

Patricia Pérez is a principal at VPE, the country's largest Hispanic-owned public relations firm. With over 18 years experience in public relations, public affairs, and community relations, Patricia has directed clients in social marketing, advocacy education, community outreach and media relations targeting the Hispanic market. She is skilled in delivering effective communications, moving public policy issues, garnering community support, and articulating critical issues to the media.

Patricia has extensive experience supervising social marketing campaigns with locally-based implementation. Among them are:

- California Office of Traffic Safety / Drunk and Drugged Driving [3D] Prevention Campaign
- Arizona Nutrition Network
- California Department of Health Services / Power Play! Campaign
- California Department of Health Services / California Latino 5 a Day Campaign
- California Department of Social Services / Never Shake a Baby Campaign
- UC Office of the Chancellor / California Center for Teaching Careers
- The California Wellness Foundation / Get Real About Teen Pregnancy Campaign
- UCLA Center for Health Policy Research / California Health Interview Survey
- California Public Utilities Commission Marketing Board / Universal Lifeline Telephone Service
- California Department of Justice / Elder and Dependent Adult Abuse Protection

Prior to joining VPE, Patricia served as Public Relations Director for the Ketchum-Downtown YMCA; supervised public relations activities for several non-profit organizations while working at a Los Angeles public relations agency; and served as Associate Publisher at *Latina Magazine*, the nation's first English-language magazine for Hispanic women.

Patricia serves as a board member of the Los Angeles Workforce Investment Board, Crystal Stairs, the Tomas Rivera Policy Institute, and the California American Cancer Society, and is active with a number of Latino and women's empowerment organizations.

Patricia received her bachelor of arts degree from the University of California, Los Angeles.



Maricela Cueva, Account Director

Tasks to Perform: Waste Tire Program: tire retail outreach, PSA placement, partners program and earned media. E-waste Program: media relations (229/100)

Maricela Cueva directs social marketing accounts for VPE. Under her leadership, the division has won several industry awards for its social marketing campaigns. Maricela brings vast experience in the fields of social marketing, Hispanic direct marketing, Internet content production, public relations, media and research. As account director for VPE, she is responsible for project management, media relations, community outreach, special events coordination, and overall client relations.

As a member of VPE's social marketing team, Maricela has provided strategic planning services to regional and statewide health, education and environmental justice campaigns. Among them are:

- Los Angeles Community College District
- Teen Pregnancy Prevention Initiative / Get Real About Teen Pregnancy Campaign funded by The California Wellness Foundation
- Violence Prevention Initiative / Choices for Youth Campaign funded by The California Wellness Foundation
- UCLA Center for Health Policy Research / California Health Interview Survey
- County of Los Angeles Department of Public Works / Storm Water Pollution Prevention Campaign
- UC Office of the Chancellor / California Center for Teaching Careers

Prior to joining VPE, Maricela worked for a publishing and Internet company and a major Hispanic advertising agency. She has also managed the public relations and development efforts for the Mexican American Legal Defense and Educational Fund (MALDEF). Maricela received her degree in business administration, marketing from California State University at Los Angeles.

Carlos Munguía, Assistant Account Executive

Tasks to Perform: Support on all media tasks (30/81)

Carlos-Enrique Munguía specializes in securing media placements and implementing the communications strategy approved by the client. His experience includes assisting with the strategic planning services to regional and statewide campaigns, including media relations, writing media materials, and acting as the liaison between the agency and its clients.

Carlos currently works on The California Wellness Foundation, County of Los Angeles Department of Public Works, and Southern California Edison accounts.

Carlos' experience prior to VPE includes being the Public Affairs Media Relations Specialist for the California State University Office of the Chancellor and a contributing writer for the CSULB 49er. He has also provided media relations support for the City of Norwalk Health Fair and the Aids Services Foundation.

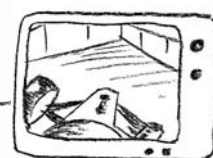
Carlos graduated in July 2005, from California State University, Long Beach with a major in public relations and a minor in marketing.

Nakatomi & Associates

1820 14th Street Ste. 500
Santa Monica, CA 90404
310.914.5000

Nakatomi & Associates, Inc. (N&A) is a strategic communications firm specializing in public outreach campaigns targeting diverse populations. The firm employs customized approaches to engage stakeholders, position client programs, deliver effective media relations and conceive creative solutions to complex issues such as pollution prevention, recycling and community health.

In addition, N&A provides full-service communications counsel and a broad range of services with an awareness of social, political and regional differences within rapidly changing communities. The firm's growth and



reputation is reflected in a diverse and growing client base that includes many of the nation's innovative corporations, foundations, public agencies and non-profit organizations.

With extensive experience in reaching diverse and hard-to-reach populations, N&A is an established leader in developing innovative and effective public education and social marketing campaigns. Related clients have included California Water Boards (Storm Water Pollution Prevention "Erase the Waste"), US EPA (Fish Contamination Education Collaborative), National Oceanic and Atmospheric Administration, High Speed Rail Authority, Los Angeles World Airports, the South Coast Air Quality Management District and the Caltrans' "Don't Trash California" effort.

Debra Nakatomi, President

Tasks to Perform: Waste Tire Program: strategic management, PSA placement, retailer identification (108/0)

Debra Nakatomi, President of Nakatomi & Associates, leads public education and social marketing initiatives addressing California's most pressing health, education and environmental issues. Debra is an expert in delivering targeted outreach to diverse audiences, developing high-impact programs and articulating critical issues to the media. Her clients include the U.S. EPA's Fish Contamination Education Collaborative, The James Irvine Foundation, The California Wellness Foundation, UCLA Center for Health Policy Research and The California Endowment. Private sector clients include Farmers Insurance, Southern California Edison and The Walt Disney Company. Debra has also worked with the California State Water Resources Control Board on their "Erase the Waste" campaign. Debra was responsible for providing strategic counsel for community outreach and developing key messages for this environmental awareness campaign about storm water pollution in Los Angeles County.

Debra brings more than twenty years of experience in public relations, public affairs and community relations to the table and specializes

in reaching diverse audiences, delivering effective communications, moving public policy issues, garnering community support and articulating critical issues to the media.

Prior to forming N&A in 1989, Debra directed press and publicity for Buena Vista Television; managed national and local print and electronic media in 150 markets; supervised three public relations agencies and coordinated national promotional campaigns with corporate tie-ins (McDonald's, Procter & Gamble) with Disney entities; developed and supervised national consumer and trade publicity for "Golden Girls," "Siskel & Ebert," "Wonderful World of Disney," "Live: With Regis and Kathie Lee" and other Disney-produced programs.

Debra received her bachelor of arts in business administration and criminal justice from California State University, Sacramento. She received her Management Development Program for Entrepreneurs (MDE), from the Anderson School of Management, UCLA and was a Fellow at the Asian Pacific American Women's Leadership Institute.

Joni Byun, Senior Vice President

Tasks to Perform: Waste Tire Program: media relations, PSA placement, partners program (309/0)

Joni Byun is Senior Vice President at Nakatomi & Associates where she directs the firm's social marketing and communications campaigns. Joni brings over ten years of experience, including community outreach, stakeholder engagement and media relations reaching diverse audiences. Currently, Joni manages the South Coast Air Quality Management District (AQMD) account, promoting air quality issues. Since 1997, Joni has worked with The California Wellness Foundation's Get Real About Teen Pregnancy program, conducting community roundtables and focus groups to determine priorities and strategies to reach opinion leaders and stakeholders. In 2005, Joni led a Caltrans project to develop key messages and implement outreach to diverse Asian American populations for "Don't Trash California" regarding an anti-litter campaign to keep highway litter out of



storm drains. She has also conducted outreach on behalf of California State Water Resource Control Board for pollution prevention and electronic waste recycling for the city of Los Angeles.

Joni brings to the table an in-depth understanding of how to develop and implement successful strategies for statewide outreach in ten different Asian ethnic communities. She has created in-language materials and promotional items for social marketing campaigns and has managed and planned media relations special events and press conferences resulting in coverage from dozens of media outlets. Through her efforts, she has developed successful and long-term media partnerships with select media outlets across the state.

Joni holds a bachelor of arts in social sciences from University of California, Irvine.

Diego & Son Printing (DVBE)

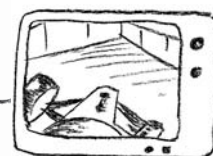
2104 National Avenue
San Diego, CA 92113
619.233.5373

Diego & Son Printing takes pride in producing excellent printing that exceeds customers' expectations for quality, efficiency, and value.

Since its beginnings in 1972, Diego & Son Printing, Inc. has grown to a complex, state-of-the-art 13,000 square foot print shop and is listed as one of the 25 largest full-service commercial printing companies in San Diego County according to the San Diego Business Journal. From layout and design, to typesetting, proofing and printing, Diego & Son produces superior work economically and efficiently.

With more than two centuries of combined experience in offset and letterpress operations, Diego & Son can assure clients that all jobs will be produced by some of the best in the business. In addition, the firm has acquired state-of-the-art equipment that enables jobs to be produced in the most cost-effective and time-efficient manner possible. Services include:

- **Four Color Printing** — With a full range of printing services and the Komori Lithrone Press, Diego & Son offers black and white and one- to six-color printing.
- **Computer-to-Plate** — Investing in the latest technology includes computer-to-plate capabilities using the best in screen technology. Going direct to plate eliminates film output and film preparation which results in cleaner, crisper printing. Computer-to-plate provides high-quality and fast turnaround.
- **Electronic Prepress** — Diego & Son has a computer system compatible with both Mac and PC disks. The ability to work in either platform allows designers the freedom they need to work within their own systems.
- **Varnish & UV Coating** — The most apparent reason for coating a printed piece is for protection, however, varnish and UV coatings are also artistic production tools that can enhance a design element where a subtle visual appearance is needed. Coatings also promote the densities of the inks, deepen shadows, and enhance highlights in both one-color and process printing.
- **Bindery** — As one of the last steps in producing a printed piece, the firm's in-house bindery makes turnaround time simple and quick.
- **Die Cutting** — Custom die cutting allows the designer and the client the freedom to break away from the industry standard printed piece. Ninety-degree angles and rectangular shapes are no longer the norm; projects can be custom die cut to enhance the selected paper and overall design of the piece.
- **Embossing** — Due to the many variables used in this process, every job is considered a custom project. The art of embossing and debossing requires a special skill. Preliminary consultation with a Diego & Son representative is always suggested before the initial design concept has begun.
- **Foil Stamping** — In this highly competitive business world, creativity can be key. Foil stamping is just one of those creative methods that can give a piece the edge it needs. With the combination of proper heat, pressure, and a generous selection of new laser printer compatible foils, special effects and holographic patterns can be achieved.



Rebecca Aguilera, Vice President

Tasks to Perform: Rebecca will manage all printing projects as assigned per DVBE contracting regulations

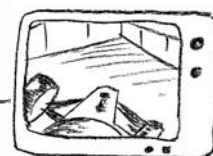
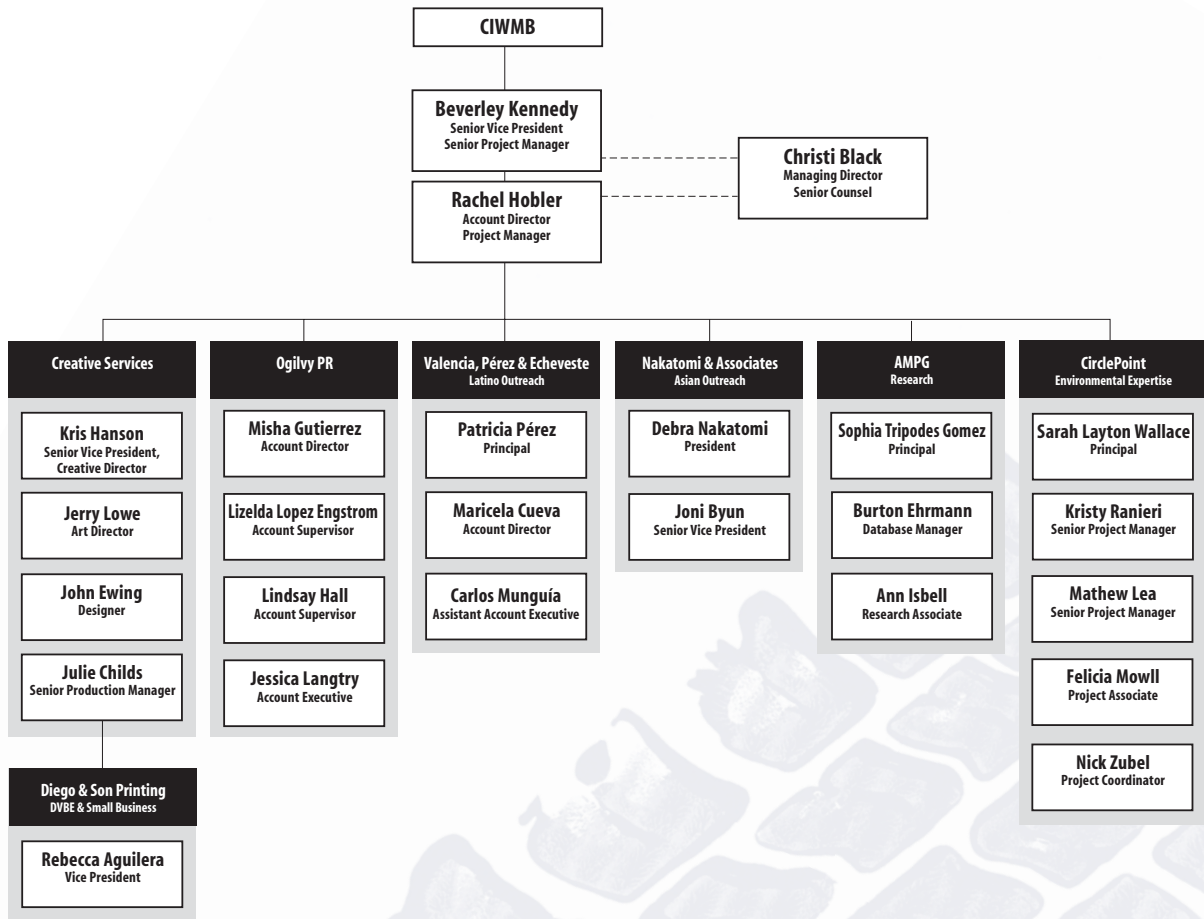
Rebecca has played an active role in Diego & Son Printing since she began her career as a receptionist back in 1987. To enhance her printing education she enrolled in ROP classes to help develop her skills within the industry. Eventually, she left the family business to pursue a college education and a career in radio broadcasting. After working in the media industry for six years, she came back to Diego & Son Printing to work in Sales and Marketing. Her media experience helped her family's business grow both efficiently and professionally. She has developed customers such as Karl Strauss Brewery, Chuao Chocolatier, NEWGEN Results Corporation, Competitors Publishing and many others.

Recommended 1-800 Vendor

It is our understanding that calls for the CIWMB e-waste program will be handled internally by the CIWMB. However, should formal assistance be required in setting up the hotline, Ogilvy PR recommends that C&K TeleServices be considered. Ogilvy PR worked with C&K on a previous project for the California Public Utilities Commission. C&K TeleServices has the ability to develop all aspects of a 1-800 number including: budget, reporting for all telemarketing and fulfillment functions, telemarketing scripts, training materials, quality assurance procedures, and overall performance of any vendors providing telemarketing and fulfillment services. Ogilvy PR, if requested, would be happy to facilitate this process and meeting.



Organizational Chart



Qualifications and Resources

A. Principal place of business within a 25-mile radius

Ogilvy PR's Sacramento office is located within four miles of the CIWMB at the following address:

2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833

B. Demonstrate capability to perform all elements of RFP

Ogilvy PR is a full-service agency, capable of providing our clients with a myriad of services including:

Media Relations/Training — We excel at working with the news media to communicate important information to California's residents. We work successfully with newspapers, television, radio, online media and specialty publications at the local, statewide and national level to increase public awareness, shape perception and help motivate behavior change. We currently have several media relations managers on staff in offices across the network, including Sacramento, to oversee all media work and story placement. Additionally, our firm has conducted numerous media training sessions for our client base including one-on-one sessions and comprehensive, all day trainings.

Diversity/Disenfranchised Outreach — Our firm understands the importance of, and how to, successfully impact California's ethnically diverse population and disenfranchised groups. We are accustomed to working and collaborating with ethnic community leaders and gatekeepers to disseminate information and to ensure that the information is culturally relevant and meaningful.

Project Management — We excel at managing multi-faceted, complex communication programs that are results driven. We are capable of overseeing multiple projects in various phases of development — ensuring that all program elements are working towards the same, overarching strategic communication goal.

Strategic Communication Planning — Our senior management team has written numerous strategic communication plans for our client base. We understand the four-step process (research, plan, implement, evaluate) for developing a comprehensive and successful plan and the various components that fall from that 4-step process — identification of goal, objectives, strategies, challenges/barriers, audiences, messages, tools/products/vehicles and evaluation.

Public Affairs — Ogilvy PR specializes in creating and implementing public affairs campaigns designed to increase awareness about an issue and deliver tangible, key outcomes. With our team of former legislative staff, political organizers and agency executives, we offer clients unprecedented, bi-partisan access to policy and decision makers across the state.

Special Events Coordination — Our staff has the experience and ability to coordinate special events of any type. We have the capability to manage large amounts of information, materials and people and we have a range of experience from managing small media events to community events of several thousand.

Public/Private Partnerships — We have a strong track record of creating beneficial public/private partnerships on behalf of government and not-for-profit clients. Identifying private sector partners to provide support through monetary or in-kind contributions can be vital in leveraging efforts, and we have already begun the process of identifying partners for this effort.

Sponsorship Development — The agency offers demonstrated success in identifying sponsors for special events, obtaining underwriting of time and space and arranging the dissemination of products and collateral materials.

Sports Marketing — Ogilvy PR has worked with every professional sports team in California to promote information on behalf of public agencies. For the past seven years, our team members have developed innovative campaigns for our client base generating an unprecedented return on investment.



Community Relations — Our firm has a special expertise in forming and nurturing positive relationships between an organization and its communities. We work successfully with community-based organizations, local associations and advocacy groups to support public education and social marketing campaigns.

Creative Studio — Our award-winning Creative Studio has decades of combined work experience in the development of campaign materials be it message development, graphic design, copywriting, advertising or broadcast production and placement. Supported by the Creative Studio in Washington, D.C., as well as talent in New York, Ogilvy PR boasts more than 50 art directors, designers, writers, editors and broadcast specialists. All staff is trained in brand development, advertising and support efforts for public relations programs.

Specialty areas include:

- Brand/identity development/corporate packaging
- Advertising campaigns
- Public service campaigns
- Marketing campaigns
- Internal or stakeholder communications materials
- Direct mail campaigns
- Turnkey education, training or media kits
- Collateral materials including brochures, annual reports, and informational materials
- Internet monitoring and research

Speakers Bureau — Direct presentations are one of the most influential forms of communication. Ogilvy PR can assist with presentation development, speaker training, scheduling, tracking and evaluation.

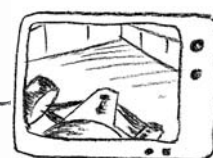
C. Minimum of three years verifiable experience in purchasing media

Ogilvy PR in collaboration with our media-buying partner, Media Solutions, has extensive experience in managing and overseeing media production, negotiating rates and attaining highly leveraged paid media schedules. For the past eleven years, Ogilvy PR has teamed with Media Solutions to develop media buys for statewide public awareness and social marketing campaigns. Both agencies have an extensive knowledge of the California market as well as the individual markets of which the state is comprised. Team members understand the nuances of placing effective buys in a state where more than 150 languages are spoken and cultural diversity abounds.

Our team has a proven track record of success in leveraging media buys to attain extensive added value. The major advantage is that social marketing and public education campaigns are by definition public service. It is well known that completely “free” public service announcements usually run on TV or radio at two in the morning, if at all. However, regular placements can be negotiated at deep discounts for advertising buys that support public service causes. This ensures the spots run in effective time slots, reaching target audiences. We also work closely with community service directors rather than just sales departments. Participating in a good campaign can offer many benefits to a radio or TV station, and we offer our paid advertising dollars as part of a package that might include use of a station’s on-air personalities, special events and collateral materials with the station’s logo. We have also been successful in creating co-operative advertising sales campaigns with local stations, seeking dollars from private sector underwriters to gain additional airtime.

In addition to planning and placement, the firm tracks ad buys and makes adjustments as needed to ensure the best delivery possible. Print schedules are monitored with tear sheets and placement reports. Broadcast schedules are tracked with exact spot times and post buy analysis. All invoices are reviewed before being paid to ensure that the client received exactly what was purchased.

In addition to strategic planning and placement, Media Solutions has the ability to research a broad range of products and services. The company subscribes to Arbitron, Nielsen, Scarborough, Media Audit, SQAD, Audit Bureau of Circulation, VALS, Clusterplus, SPARC, SRDS and Snapshot and other qualitative and quantitative reports to help target media placements with maximum effectiveness.



Examples of success include:

“Make the Difference of a Lifetime. Teach.”

California Center for Teaching Careers

- Term and scope: 3 years, statewide
- Media campaign budget: \$3.2 million
- Paid media added value: Over \$4 million
- Placements: Television, radio, Internet, theatre slides, out-of-home, print
- Languages: In addition to English, the ethnic media campaign reached more than 30 ethnic groups, including: Latino (Mexican, Central American, South American, Cuban, Puerto Rican), African American, Vietnamese, Korean, Laotian, Hmong, Filipino, Chinese, Portuguese, Turkish, Persian, Armenian, Native American, Russian, Hungarian, Portuguese, Cambodian, Thai, South-Asian Indian, Pakistani, Brazilian, Japanese, Irish, African (from Africa), Lebanese, Palestinian and Romanian.

“Connect California”

Universal Lifeline Telephone Services

- Term and scope: 9 months, statewide
- Media campaign budget: \$1.2 million
- Paid media added value: \$1.1 million
- Placements: General market television, print and radio; outdoor; ethnic print
- Languages: English, Spanish, Hmong, Korean, Vietnamese, Tagalog, Laotian, Cambodian

“Don’t Trash California”

Caltrans

- Term and scope: 18 months - Fresno pilot project; 6 months - Limited program in Los Angeles, San Diego and Sacramento

- Media campaign budget: \$1.75 million
- Paid media added value: \$154,701
- Community partner added value: \$500,000
- Placements: Television, radio, outdoor, transit, pump toppers, theatre slides
- Languages: English and Spanish

Please note that since media buying is not a required component, Media Solutions has not been written into the proposal.

D. Demonstrated experience in building business and corporate relations

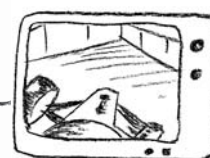
Over the years, our team has developed multiple successful partnerships on behalf of our client base. Be it in-kind or financial support, we have the capacity necessary to help extend our clients message. We believe that partnerships rooted in common purpose and objective-based programs have the power to transform ideas into movements, carry messages to the masses, and turn strangers into ambassadors.

We can create customized programs for our clients that extend the message, drive sales, strengthen employee loyalty or provide a new way of looking at behavior change. Our methodology is rooted in research coupled with years of experience across all sectors to bring together nonprofits and corporations, government agencies and national associations, and public/private enterprises with an emphasis on health communications and social marketing.

With any partnership, our principles are the foundation: define objectives, know your audience and keep the lines of communication open. These principles apply whether we’re creating a toolkit to enable community health organizations to promote proper antibiotic use, launching a new consumer brand or in the case of this RFP, finding partners who can help spread the message and encourage action about e-waste and tire maintenance. Consider the following:



Client	Partnership
Caltrans	In order to extend Caltrans' "Don't Trash California" message, the Ogilvy PR team developed multiple relationships with non-profit, public and private sector entities. At the end of Year I, more than \$1 million of in-kind or direct donations had been secured from organizations such as Jiffy Lube, Keep California Beautiful, County of Los Angeles Department of Public Works, California Bag and Film Alliance and Enterprise Rent-A-Car, to name a few.
CalTeach	Ogilvy PR created the Teach for Tomorrow Partnership (TFTP) on behalf of CalTeach in order to engage the support of the private and public sector in teacher recruitment. By the end of the campaign, more than 300 partners had joined the TFTP providing additional outreach through web links, distribution of materials and other venues. TFTP's lead sponsor was Washington Mutual, who provided \$350,000 in funding support for CalTeach-led efforts.
LADPW	Ogilvy PR developed and implemented a comprehensive public education campaign to help educate LA County residents on the affects of storm water pollution and encourage them to change their pollution-causing behaviors on behalf of the County of Los Angeles Department of Public Works in compliance with their NPDES Permit. As a component of the campaign, Ogilvy PR was responsible for overseeing pilot clean-up events in select areas. In order to increase awareness about the event, Ogilvy PR approached a number of local organizations and businesses to solicit donations and/or their participation in the event. Partners included: K-mart, Costco, McDonalds and Blockbuster Video to name a few.
National Heart, Lung & Blood Institute	<p>Ogilvy PR was hired to increase awareness about the number one killer of women — heart disease. Partnerships with national non-profit organizations were created to reinforce the campaign at the local level, including the American Heart Association (AHA), WomenHeart, YWCA, Association of Black Cardiologists, Hadassah, National Black Nurses Association, and General Federation of Women's Clubs.</p> <p>Additionally, corporate and media partnerships with Mercedes-Benz Fashion Week, IMG Models, Time Inc. Women's Group, GLAMOUR, Woman's Day, RadioShack, California Pistachio Commission (FDA-approved heart health claim), Swarovski, Inc., Olympus Fashion Week, Johnson & Johnson, Albertsons, Revlon, 8th Continent, and Smart Ones were established as well in order for the team to develop a groundbreaking collaboration between the Federal government and the fashion industry to launch the Red Dress as the national symbol for women and heart disease awareness.</p>



E. Minimum of three references of comparable size to CIWMB

Please see our references in the Attachment Section.

F. Familiarity and knowledge of current waste related and environmental issues in California

Ogilvy PR has extensive experience managing strategic communications programs for complex projects that have an impact on the environment. These programs usually require extensive stakeholder outreach, public education and social marketing approaches. Our issues experience ranges from air and water quality to land use; from infrastructure planning to remediation; and from conservation to resource management projects. As outlined in our work samples, we have successfully designed campaigns aimed at increasing awareness about an issue and moved people to positive action.

Ogilvy PR is currently on contract with the CIWMB to implement a strategic campaign targeting local and state decision makers on the importance of using specific recycled-content materials (rubberized asphalt concrete, organics, recycled aggregate and tire-derived aggregate) with the end goal being to increase usage of recycled materials in identified jurisdictions.

However, this is just one campaign that the CIWMB is working on and just one “component” of the many environmental issues facing our state. From the big picture perspective, our State currently generates 39.9 million tons of waste each year that is not being recycled. According to the CIWMB web site this is enough garbage, over the next 15 years, to fill a canyon 15 miles long, a quarter-mile wide, and as deep as a 20-story building.

The good news is that Californians do recycle 34 million tons of used paper, plastic, metal, glass, food scraps, yard trimmings, construction and demolition debris, and other materials each year.

In short, the number of environmental issues our state faces is immense and ever-changing. New laws are passed, new issues arise due to natural catastrophes or new research. Some of these issues include:

- **Bottles & Cans** — Californians bought more than 20.2 billion carbonated and non-carbonated drinks in aluminum, glass, plastic and bi-metal containers last year. More than 12 billion of those containers were recycled, saving natural resources, conserving energy and extending the life of our landfills.
- **Hydrogen Highways** — SB 76 provides the Air Resources Board with funding to implement the Hydrogen Highway Network — an alternative which promotes clean, hydrogen transportation. This is extremely important given the current price of gasoline.
- **Used Oil** — According to a CIWMB 2000-2001 report, 160 million gallons of oil were sold in California. Approximately 40 percent leaked out of engines or was burned and of the remaining 96 million gallons, just 83 million gallons were recycled. This left approximately 13 million gallons unaccounted for and possibly improperly disposed of down storm drains, into lakes or streams or thrown in the garbage. Ensuring that the public understands the importance of properly disposing of/recycling used motor oil is yet another vital program and issue the state addresses.

In the end, promoting the Waste Management Hierarchy — Reduce, Reuse, Recycle and the concept of Zero Waste California is a mantra that the CIWMB and allied organizations will need to repeat over and over again. While most Californians mean well and do not intentionally litter or contribute to our waste stream, they often are uneducated about how their simple, forgetful action — such as tossing a cigarette butt onto the ground — can add up and cause extremely large environmental and health issues for our state.

Please see the Scope of Work Section for a description of our understanding on the waste tire and e-waste issues that face California.

G. Ability to work with CIWMB contract manager or designee to purchase all forms of media throughout California

Our team works in tandem with our clients to develop strategic media plans. Our approach is to collaborate with our clients on all aspects of the program, to share our recommendations and seek input and approval. Before any media is placed and purchased, our team



conducts strategy and creative meetings with our clients, and develops a media plan for review outlining the targets, impressions, reach, frequency, timing, dollars to be invested, and added value to be sought.

We recently developed a paid media schedule with the CIWMB for the Recycled-Content Materials RFP that was issued last year and would work closely with the CIWMB contract manager on this contract for any media planning and purchasing that is required.

H. Ability to purchase and place buys with any medium selected

Our proposed team has the capabilities to buy any type of medium including print, TV, radio, out-of-home, and Internet. Please see section C for relevant examples.

I. Familiarity with diverse demographics and media markets in California

Our team has extensive knowledge of the media markets in California from a media buying and from an earned media perspective. This allows us to match a client's marketing plans with appropriate media in their target markets with the greatest possible efficiency. While we know the value of media research tools, we also understand their limitations. Working directly with vendors in each of our clients' markets, we are able to also identify unique marketing opportunities. We identify and recommend value-added promotions and sponsorships that maximize the effectiveness of every dollar that our clients allocate toward media. Understanding that the media environment is constantly changing, we strive to keep abreast of these changes and adjust our media strategies accordingly.

J. Deviations from project deadlines will require coordination between proposer and CIWMB

Our agency is adept at meeting deadlines, keeping clients apprised of all activities, and quickly responding to changed deadlines. We work in tandem with our clients to develop timelines and conduct weekly meetings with our clients to ensure that all activities and key dates are moving forward as anticipated.

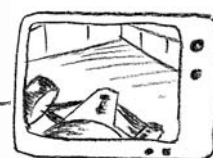
With a designated project manager serving as the primary and day-to-day contact for the CIWMB, the CIWMB should rest assured that the project manager is monitoring all activities on a daily, weekly and monthly basis.

We understand the need to move quickly and to attain results for a client at a moment's notice. With this in mind, we encourage the CIWMB to contact any former clients about our ability to keep our clients informed and to meet important deadlines.

In addition, our project manager has the authority to make any and all decisions, including the authority to expend funds, required to ensure timely satisfaction of the client's needs and the success of the program.

K. Develop campaigns conducted in English and Spanish and possibly other languages

Ogilvy PR has successfully conducted a multitude of public education and social marketing programs in languages other than English. Clients have included: California Office of Traffic Safety, Office of Child Abuse Prevention, Contractors State License Board, Medical Board of California, California Department of Education, Office of Family Planning, to name a few. We understand that what motivates mainstream target audiences may or may not be the same motivators for all ethnic audiences. We understand how to develop programs that provide tangible results. We understand the importance of engaging key gatekeepers and influencers when reaching out to ethnic audiences. The best demonstration of ability is by example, consider the following:



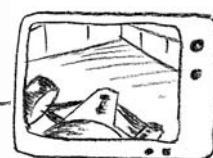
Client	Issue	Languages/Ethnicities
California Wellness Foundation	Teenage pregnancy prevention	English, Spanish
California Public Utilities Commission	Telephone access	English, Spanish, Hmong, Laotian, Tagalog, Korean, Cambodian, Vietnamese
California Center for Teaching Careers	Teacher recruitment	English, Spanish, Vietnamese, Korean, Laotian, Hmong, Filipino, Chinese, Portuguese, Turkish, Persian, Armenian, Native American, Russian, Hungarian, Cambodian, Thai, South-Asian Indian, Pakistani, Brazilian, Japanese, Irish, African (from Africa), Lebanese, Palestinian, and Romanian.
California Department of Insurance	Insurance education, Consumer advocacy	English, Spanish
California Department of Education	Quality child care	English, Spanish
Contractors State License Board	Contracting issues	English, Spanish
Medical Board of California	Health access and reporting	English, Spanish
Caltrans	Storm water pollution prevention	English, Spanish



Underserved Communities — Ogilvy PR has implemented numerous campaigns to educate, inform and empower Californians about their rights and responsibilities. Many of our campaigns have also targeted low-income, ethnic, senior and disenfranchised populations with the goal of educating them about where to go for help and recourse. All of these clients used a 1-800 number as a final call to action.

Client	Issue
Contractors State License Board	Avoiding contractor scams
CA Department of Insurance	Signing up for low-cost auto insurance
CA Department of Education	Getting quality childcare
Medical Board of California	Physician complaints and reporting
Department of Justice	Reporting elder & dependent adult abuse
Universal Lifeline Telephone Service	Signing up for discounted telephone service

Please see case studies for further information in the work samples section along with Ogilvy PR's awards list.



III. Summary Statement

Overview of Project

Ogilvy PR understands that the CIWMB is seeking one contractor to develop and implement two separate campaigns: 1) a public awareness campaign to educate Californians about purchasing longer-lived tires, proper tire maintenance, and to promote the purchase of tire-derived products; and 2) a campaign to increase public awareness and understanding of the purpose and benefits of electronic waste recycling. The ultimate goal of both campaigns is to have Californians take the appropriate action.

In preparing for our response, Ogilvy PR has conducted initial primary and secondary research, reached out to potential partners, and developed preliminary ideas for public education programs that would compliment the existing efforts outlined in the RFP. In Section IV Methodology & Scope of Work, Ogilvy PR provides further detail and information about our methodology, recommended strategies, campaign goals and objectives, the target audience, key activities and how outreach efforts will be evaluated along with campaign timelines. At the end of this section, we have provided at-a-glance BluePrints to give you a snapshot idea of how the campaigns will unfold.

Proposer's Approach

Community-Based Social Marketing

The campaigns described in the RFP, ultimately, require Californians to modify their behavior. Therefore, Ogilvy PR is recommending that the overarching methodology and approach for both campaigns be rooted in social marketing, specifically community-based social marketing.

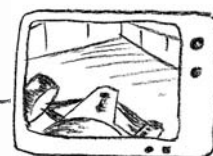
Social marketing is defined as motivating change in individual behavior in order to benefit the public good. Ogilvy PR recognizes that a successful social marketing effort cannot rely on public education or information alone to meet a program's overall goals. A successful

social marketing program must have a comprehensive approach, including addressing motivators and incentives to adopt change; identifying and neutralizing obstacles or barriers to such change; and developing community-wide pressure to reinforce the desired behavior, which is the only way to affect a shift in social norms.

The process of getting people to stop doing one thing and start doing another is termed "behavioral change" and a campaign that strives to enact societal change is achieved through social marketing. Social marketing uses traditional marketing techniques that build on widely accepted public values to accomplish social change. Every social marketing campaign achieves its objectives by carefully guiding audiences through messages aimed at preparing them for the behavior change that is sought.

While many social marketing theories exist, the following social marketing paradigm — the Stages of Change — easily demonstrates the key stages that consumers go through in order for behavior change to occur.

- Pre-contemplation is the stage at which there is no intention to change behavior in the foreseeable future. Many individuals in this stage are unaware of the issue or the desired behavior.
- Contemplation is the stage in which people are aware that a problem exists or that an action should be taken, and are seriously thinking about overcoming it/taking action but have not yet made a commitment to take action.
- Preparation is the stage that combines intention and behavioral criteria. Individuals in this stage are intending to take action in the very near future and have unsuccessfully taken action in the past.
- Action is the stage in which individuals modify their behavior, experiences, or environment. Action involves the most overt behavioral changes and requires commitment of time and energy.



- Maintenance is the stage in which people work to continue the positive behavior that has been enacted.

(Adapted from Cancer Prevention Research Center's
Transtheoretical Model)

Taking this model a step further, community-based social marketing according to Dr. Doug McKenzie-Mohr, involves four primary steps, including: 1) identifying barriers and benefits; 2) developing a strategy that utilizes tools that have been effective; 3) piloting the strategy; 4) evaluating the strategy once it has been implemented in a community.

Within this approach, developing and promoting activities that support sustainability really begins with the identification of barriers. Community-based social marketing, therefore, begins with in-depth research to determine barriers and incentives. Often multiple barriers and incentives can be uncovered that are specific to individuals taking action. Once the barriers have been identified, it is very important that the “community” work together to overcome the barriers and address each of them as needed. The steps outlined above are simple, but effective.

What must be stressed in the community-based approach is the testing of strategies and activities within a community before widespread implementation occurs. It is also extremely important to note that when developing a campaign that targets multiple cultures, what works for one group may not work well for another. Therefore, Ogilvy PR is recommending that for both campaigns — tire waste and e-waste — pilot programs be conducted in order to gauge effectiveness. Based on the CIWMB's budget parameters, this also represents the most responsible use of funds. Spreading budget dollars too thinly across the state will result in little awareness, let alone desired behavior change. The CIWMB will want to know, with certainty, what works and what doesn't before trying to implement a full-scale statewide effort.

360° Approach

Complimenting the social marketing methodology, Ogilvy PR recommends a 360° approach that reaches the target audiences where they live, work and play based on informed insights gained through research. All activities — partnerships, public event participation, collateral development and distribution, media relations, etc. — will work together in an integrated fashion to educate the public on the issues at-hand. Below is an example of the 360° approach for the e-waste program. A similar effort would be designed for the tire waste program.



Understanding Our Audiences

When developing an effective social marketing campaign, it is critical to understand the target audience. Several theories exist within the social marketing world about audience identification. The Diffusion of Innovations Theory, in particular, examines how new ideas, products and social practices spread from person to person and community to community. The ultimate goal of a program is not simply to inform an entire population about a behavior, technique, or action option, but rather to promote broad communication within society about this new information and to motivate new community behavioral norms.

This theory focuses on innovation and the channels from which information is most likely to flow. “Diffusion” is not seen as a one-way process but as a more complex interaction within networks of media,



Ogilvy Public Relations Worldwide



social groups, and opinion patterns. Characteristics of an innovation are categorized in five ways: 1) relative advantage (benefits); 2) compatibility (whether innovation fits smoothly into current habits or values); 3) complexity (how complicated it is); 4) trainability (whether a person can approach the innovation step-by-step/overcoming barriers); and 5) observability (whether results are visible or tangible).

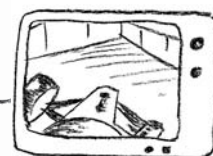
This theory divides the population into three groups based on key socio-demographic characteristics and the level of effort required to reach and motivate them:

- **Innovators/Early Adapters** — Typically more affluent; keyed into mass media; mass media alone can reach them. Tend to know more about key issues and are more likely to take steps to effect long-term change if they understand the benefits of an action.
- **Early/Late Majorities** — Cannot be reached by mass media alone; attend less to media and more to local influence; respond to media in general rather than to interpersonal influence.
- **Late Adapters/“Hard-to-Reach”** — Typically socio-economically disadvantaged and isolated; tend to be suspicious of organizations purporting to help them; media use is more exclusively for entertainment. Reaching this group requires more expensive and labor-intensive forms of community organization, communication, and outreach.

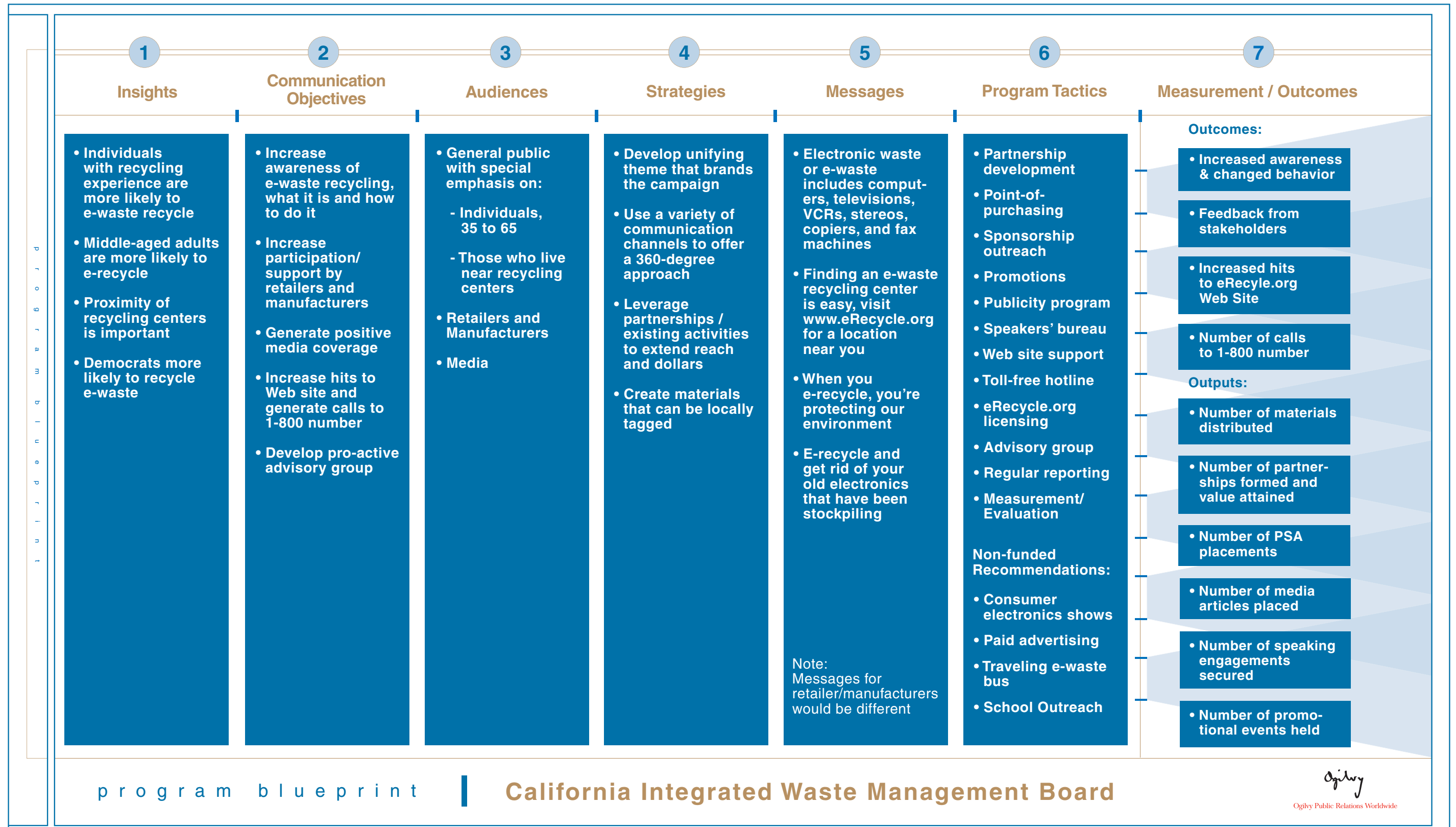
Message Concept Development

Developing message concepts is based on a strategic formula, and moves through a multi-step process of review and refinement. The process involves experts and representatives of our target audiences. The end result — messages that are clear, credible, motivating, and “actionable.” We propose the following process to develop messages that will resonate with the various audiences the CIWMB wishes to reach:

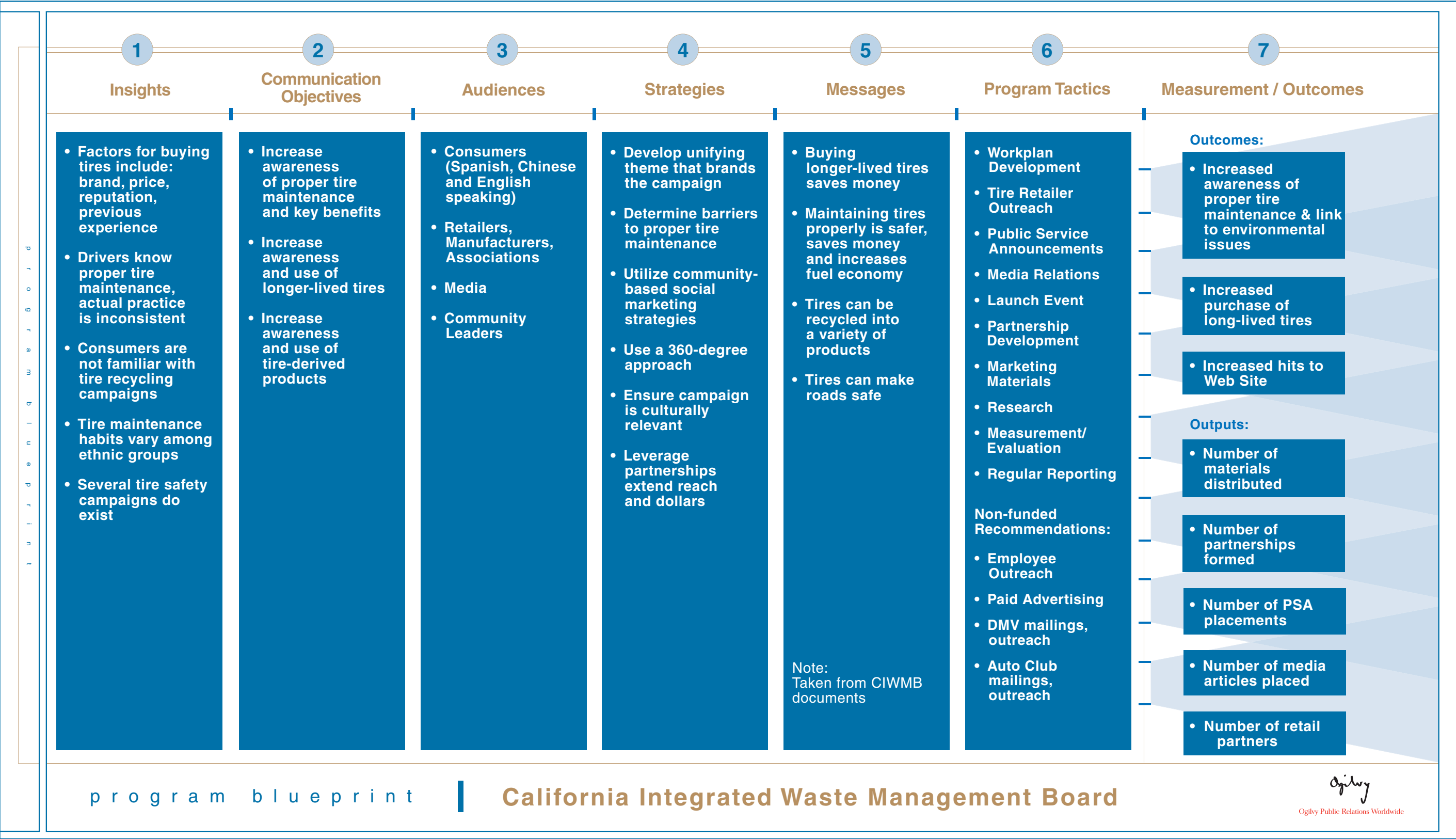
- **Scan** — Review market research, communications objectives, and plans; analyze relevant secondary research; finalize concept identification plan; develop preliminary concepts.
- **Consult** — Convene concept development meetings to talk with groups such as subject area experts and intermediaries to refine preliminary concepts.
- **Query** — Conduct qualitative research among people who engage in the desired behaviors (doers) as well as among non-doers, using focus groups and/or in-depth interviews to learn the particulars of the behaviors.
- **Recommend** — Based on the results, articulate concepts for each priority population and prepare a summary report with conclusions and recommendations.



E-Waste



Tire Sustainability



IV. Scope of Work: Electronic Waste Program

Situational Analysis

According to the United States Environmental Protection Agency, at least two million tons of consumer electronic waste or e-waste, as it is commonly called, is generated annually in the United States. Approximately 90 percent of this e-waste is discarded and is comprised of a variety of electronic products nearing the end of their “useful life” including computers, televisions, VCRs, stereos, copiers, cell phones and fax machines.

In California, more than 2.2 million computers are sold each year. Most of these are obsolete in a little more than two years. Based on this, an estimated six million obsolete computers and televisions are stockpiled in homes because people are unwilling or reluctant to discard them. However, an increasing number are entering the waste stream. (Electronic Waste Recycling Act of 2003 [SB 20] and Computers, E-Waste, and Product Stewardship: Is California Ready for the Challenge?)

Why is this happening? According to a 2004 study, *Household Willingness to Recycle Electronic Waste: An Application to California*, conducted by Jean-Daniel Saphores, Hilary Nixon, Oladele Ogunsetian and Andre Shapiro, two trends are causing the problem. First, consumers have increased the number of electronic products they use. Second, with all the technological advances occurring, the life span for electronic products has dropped dramatically. For example, since 1995, the useful life of a cell phone in America has decreased by 50 percent while the number of subscribers has increased from 33.8 million to 140.8 million (Fishbein, 2002; Most, 2003).

Since electronic products are made from valuable resources, including precious metals, plastics, glass and other materials, many of them can be reused, refurbished or recycled. Unfortunately, many Californians are not aware of how to properly recycle or dispose of their e-waste, and because of this researchers estimate that nearly 75 percent of old electronics are in storage, in part because of the

uncertainty of what to do with the materials or because properly disposing of such items is not viewed as convenient.

Clearly, our nation and state needs a fully developed infrastructure to properly handle all e-waste and, equally as important, we need to have a well-informed and action-oriented society.

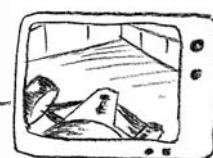
To help ensure that Californians properly dispose of their e-waste, the Electronic Waste Recycling Act of 2003 (SB 20) was created and includes the following key goals:

- Reduction in hazardous substances used in certain electronic products sold in California.
- Collection of an electronic waste-recycling fee at the point of sale of certain products.
- Distribution of recovery and recycling payments to qualified entities covering the cost of electronic waste collection and recycling.
- Directive to establish environmentally preferred purchasing criteria for state agency purchases of certain electronic equipment.

In July 2004, “covered electronic devices” and “covered electronic wastes” included televisions and computer monitors that contain a cathode ray tube (CRT), laptop computers, and liquid crystal display (LCD) computer monitors. In July 2005, plasma and LCD televisions were added. The Department of Toxic Substances Control continues to test other products to determine if they should be covered (eRecycle.org).

Finally, on February 9, 2006 regulations changed again, with the following not allowed to be placed into household trash:

- All fluorescent lamps and tubes
- All batteries
- All electronic devices
- Thermostats that contain mercury



According to the Department of Toxic Substances Control (DTSC), this policy potentially affects thousands of consumer electronic devices and the disposal of the more than 515,000 tons annually of toxic electronic wastes that are currently in California landfills.

While the Electronic Recycling Act is a vital component in ensuring e-waste is properly disposed, equally as important is an understanding of Californians' willingness to recycle e-waste and how to best communicate with them.

Based on the study referenced above by Saphores, focusing on Californians' perceptions and likelihood of recycling is the first step in gaining a more in-depth understanding of motivators and barriers. Key findings taken from the study are:

- Middle-aged adults (36 to 65 years) seem more willing to take e-waste to drop-off recycling centers, even though they typically have full-time jobs and families.
- Women are more willing to take e-waste to drop-off recycling centers.
- Important predictors of the willingness to recycle e-waste include age, gender, a college education, the availability of curbside collection programs for conventional recyclables, the distance to the nearest drop-off recycling centers for e-waste, living in a rural community.
- Proximity to recycling centers is important and if public funds are limited, recycling centers should first be established in communities that offer curbside collection of conventional household recyclables.
- Individuals with recycling experience (such as curbside recycling), are more willing to properly dispose/recycle other materials, such as e-waste.
- Democrats exhibit a stronger willingness to recycle e-waste.

Based on this data, the question at-hand is how aware is the general public about e-waste and should efforts at this stage target the early adapters (those most likely to properly dispose of their e-waste) or those "hard-to-reach" audiences?

Challenges and Opportunities

Challenges

Confusion over e-waste Products — Undoubtedly there is confusion in the marketplace about what constitutes e-waste, where it can be disposed, and what fees are to be levied. The public has, at this point in time, been exposed to minimal messages and to make matters even more confusing, different words — e-waste vs. universal waste — are being used. Additionally, parameters and guidelines exist on disposal of e-waste products which will take some time for the consumer to learn and understand.

Current Recycling Infrastructure is Inadequate — Some research indicates that the current e-waste recycling infrastructure is not adequate to deal with an influx of materials. This could have a negative threat on any public education campaign if people are driven to locations/sites that cannot accept their materials.

Opportunities

Public Awareness Campaign Launched — In December 2004, a public awareness effort was initiated by Department of Toxic Substances Control and the CIWMB to increase awareness among all Californians about how to properly dispose of e-waste. The existing campaign includes PSAs, a detailed web site, and information for retailers among other items. More importantly, information on what constitutes e-waste and how to properly recycle it is available on the site. This is a strong foundation from which to build out the rest of the campaign.

Additionally, the Ogilvy PR team would be happy to collaborate with ECO and Paul Williams since both were involved in the original campaign development.

There is Movement — According to information on the Californians Against Waste site, the CIWMB reported just over 60 million pounds of hazardous



electronic devices (approximately one million devices) had been recycled during the first year of the program. That equals \$29.6 million in reimbursement claims from recyclers. CIWMB has also paid out approximately \$16.3 million in reimbursements to recyclers. Also, since enactment, more than 443 recycling locations have been established statewide. Additionally, according to a 2001 article in the *San Francisco Chronicle*, large manufacturers such as IBM, HP and Sony have established fee-based programs that allow consumers to send in unwanted computing gear to be refurbished and donated or recycled. During the past five years, the number of manufacturers creating such programs has grown.

Reducing Household Stockpiles of E-waste — While there will be a learning curve in educating Californians and encouraging them to take action — properly recycle their e-waste — it can be assumed that many consumers will be happy that there are finally dedicated places for them to properly dispose of their old electronic products. As referenced earlier in the situational analysis, it is estimated that most residents currently stockpile their e-waste.

Communication Goal

Educate California residents about the purpose and benefits of e-waste recycling and how they can properly dispose of their e-waste.

Communication Objectives

- Increase awareness of e-waste recycling — what it is, how to do it — among California residents;
- Increase participation of retailers/manufacturers in promoting the e-waste recycling message to their customer base;
- Generate on-message, wide-spread media coverage on the topic;
- Increase awareness of and visits/calls to the eRecycle.org site and toll-free hotline; and
- Develop a long-term, proactive advisory group to push messaging out.

Target Markets and Audiences

Based on the RFP and the fact that e-waste recycling and proper disposal is new, reaching out the general public appears to be the best strategy. However, due to budget parameters and in order to make sure we focus our efforts on those who are most likely to take immediate action, Ogilvy PR recommends implementing a tiered outreach approach.

Through a tiered approach, we will saturate five key markets with the e-waste message using multiple communication methods as outlined in the RFP. This will allow for the CIWMB to thoroughly test campaign strategies and tactics before going statewide as is recommended with all community-based social marketing approaches and it will allow for dollars to be spent in a concentrated manner. Ogilvy PR in collaboration with the CIWMB, will choose the five markets to be targeted. Key criteria to be considered should include: size of market, contained media market, e-waste recycling infrastructure, availability/existence of national retail outlets in market.

In the remaining markets, outreach will still be conducted, but will be more limited in nature and include the following tactics only: PSA distribution, web site and media relations efforts.

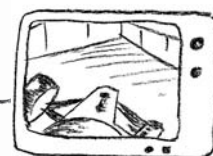
While we understand that a primary focus of this effort is to establish retail partners and attain sponsorships, we believe that educating the public-at-large will prove beneficial.

For the e-waste program, we have two distinct audiences that we are trying to reach. The first is the consumer and the second is retailers, manufacturers and other key stakeholders/partners.

Consumer Target

While our efforts will end up reaching all audience segments to some degree, reaching out to those who are considered early adopters will provide the CIWMB with the “best bang for the buck.” Coupling this with the research referenced previously, Ogilvy PR recommends the following target profile for consumers.

- Individuals 35–65 years of age, additional focus on women



- Those who are familiar with recycling (have either curbside collection or an e-waste center within a five mile radius)

This target group, according to the research we found, is most likely to properly dispose of their e-waste. We do recommend continuing to conduct secondary research to further define our target.

Retailers/Manufacturers

Since a large portion of the scope of work is to develop partnerships with retailers and secure sponsorships with manufacturers, this group should also be considered a primary target audience. Our end goal in reaching them, however, will be slightly different — we want to educate them on how to help educate the consumer and encourage them to support the program. Within this group, we will be looking to reach out to reputable, national retail chains. (See Task A for further information).

Strategies

- Develop an overarching approach that will effectively brand the state's e-waste efforts and provide a visual and thematic link to all programs. This, in effect, has been done with the creation of the eRecycle logo and “look and feel.”
- Become the statewide information resource about the e-waste campaign including availability of collateral materials, implementation of training programs, news media efforts, speaking opportunities, commercial and worksite programs and Internet-based materials.
- Develop partnerships with the media, allied agencies, local governments and businesses (manufacturers and retailers) to expand the scope and reach of the campaign.
- Develop program materials that can be tagged with local agency and/or sponsor ID in order to further expand use/reach of materials.

Tasks

A. Partnership Development and Support

The Ogilvy PR team will work with the CIWMB to develop key retail partnerships in an effort to expand the reach of the program and ensure that consumers know why to properly recycle their e-waste. Our team will work to identify a coalition of partners anchored, as outlined in the RFP, by two national electronic retailers and provide those partners with the necessary trainings and tools to properly inform their consumer base. Partners will be asked to play an active role in educating the public about e-waste and their efforts will be tracked for evaluation purposes.

In an effort to jumpstart this activity, Ogilvy PR has reached out to some organizations that we believe would be ideal partners for this campaign, including the Electronics Industry Alliance (EIA), the International Association of Electronic Recyclers, the National Recycling Coalition, Consumer Electronic Association and the Electronic Components, Assemblies and Materials Association (ECA) which represents the electronics industry sector comprising manufacturers and suppliers of passive and active electronic components.

We have had conversations with several of these organizations and believe they can assist us in targeting key retailers and should be invited to serve on our advisory group as well. In fact, the EIA in collaboration with the Environmental Issues Council has developed The Consumer Education Initiative (CEI) to inform consumers about recycling and reuse opportunities for used electronics. Currently several programs are already taking place across California.

Upon conducting some initial research, we have uncovered that Samsung, LG Electronics, Sony, Panasonic, Phillips, Pioneer, Sharp are the top electronic manufacturers in the U.S. LG is actually an Ogilvy PR client and we would begin our conversations with them.

Key activities to include:

- Development of a partnership plan including prospective partners list, recommended promotional opportunities, and partnership options/benefits



- Development of partnership marketing packet to recruit partners
- Conduct calls, make presentations, follow-up with all identified leads that have been Board approved, secure partners
- Develop partnership tracking mechanism
- Develop training program and relevant training materials including PowerPoint presentation, and leave-behind materials
- Schedule and secure trainings with partners (trainings may occur in conjunction with other partner training opportunities)

It should be noted that the Ogilvy PR team has conducted numerous trainings for our client base. Most recently, Ogilvy PR conducted four trainings for our Los Angeles Department of Public Works client. The trainings were conducted to educate restaurants and retail gas outlets (RGOs) on Best Management Practices (BMPs) to reduce storm water pollution. Some of the trainings were held as part of existing meetings or trainings coordinated by corporations, while others were coordinated in cooperation with groups of copermitee cities. The four trainings reached 150 participants.

These two-hour workshops included a PowerPoint presentation, watershed model demonstration, inspection role-play and spill demonstration. The presentations illustrate the storm water pollution problem in Los Angeles County, as well as detailed BMPs, and informs participants of the business and community benefits of implementing storm water pollution prevention practices.

B. Consumer Point-of-Purchase and Messaging

Place-based, point-of-purchase (POP) marketing can be extremely effective. According to an article that appeared on Rab.com, PROMO Magazine states POP marketing can help increase sales by up to 16 percent. The Point-of-Purchase Advertising Institute also cites data showing that about 70 percent of purchase decisions are made in the store. For the purposes of our effort, we will want to make sure that while our POP might not be aimed at increasing sales, consumers will see it while making an electronic purchase and, thereby, have a better understanding of next steps they should

take when it comes to recycling or disposing of their product or other electronic products that have been stockpiled in their home.

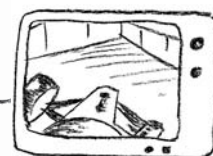
As outlined under Tactic A, the Ogilvy PR team will identify retail chains to engage in this campaign, and develop materials for them to display in their stores. Materials will be created so that they can be posted onto the eRecycle.org web site for ease in downloading. We recommend meeting with key partners in advance of creating materials to determine what types of promotional materials will best serve them. Additionally, we will develop fax-back forms to be sent to partners prior to the launch of the campaign so that they will have materials on site.

On the following pages, please see the spec creative that we developed for this campaign. We created these materials recognizing that the CIWMB desires to keep the eRecycle brand (look and feel) in place:

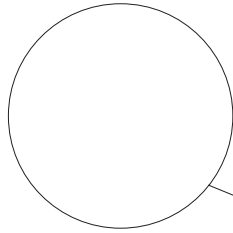
- Door/waste can hangers
- Bus wraps
- Targeted print ads
- Targeted Web site ads
- Out of home advertising
- Poster
- Retail shelf sign
- Speaker's kit

Additional thoughts for promotional items, pending feedback from partners and budget parameters, could include:

- Store bag advertising
- Store signage
- Wraps (large wraps about bins where e-waste can be placed by consumers)



Door/Waste Can Hangers



Got an old computer hanging around?

What about an old TV, VCR or stereo? If so, please eRecycle it. These items should never be placed in the trash, because they contain chemicals and other materials that can harm the environment. Help protect our environment. For more information, visit eRecycle.org.

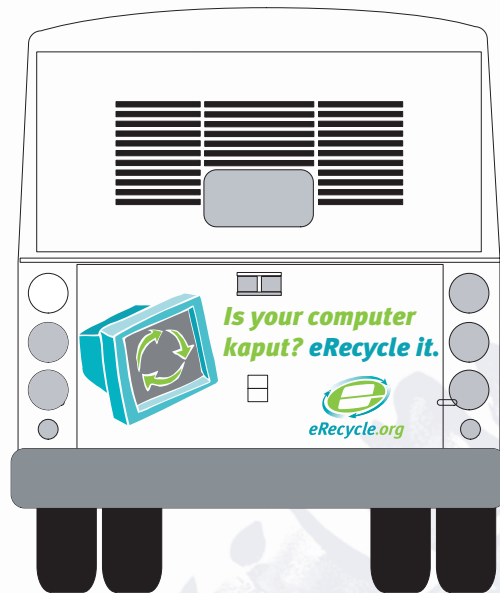
eRecycle it.



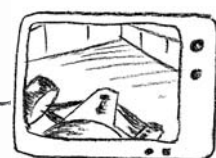
The traditional doorknob hanger can alternately be distributed as a can hanger on trash collection days, by placing it on the handle of a recycling or waste bin. This approach can deliver the message as the reader brings their cans in from the curb, a time when waste and recycling is on the consumer's mind.



Bus Wraps



A series of revolving designs wrap buses to remind the public that TVs and computer monitors aren't the only electronic devices that contain hazardous materials. Multiple messages can be shown simultaneously on different sides of the bus, allowing viewers to consume all messages in a single day.



Targeted Print Ads



Is your old TV ready for reruns? eRecycle it.



A small price to pay to protect our environment

California's eRecycle Fee

When you purchase a new TV or computer monitor, you will be charged a recycling fee of \$6-10, depending on screen size. This new state law is designed to help create the nation's first eRecycling program. We'll keep harmful materials from millions of discarded electronic devices from ending up in landfills and in our water supplies. So for a few dollars, we can help protect California's environment, and help keep us all a little healthier. For more information, visit eRecycle.org.



By adapting existing print ad concepts (or creating new messages utilizing the eRecycle brand), and focusing them in TV-related publications and newspaper sections, the message can be delivered when television is on the mind of the consumer.



Targeted Web Ads

The screenshot shows a web browser window displaying the SacTicket website. The browser's address bar shows the URL http://www.sacticket.com/tv_radio/story/14249154p-15066236c.html. The website header includes the SacTicket logo and navigation links for MOVIES, MUSIC, DINING, ONSTAGE, NIGHTLIFE, CASINOS, ART/GALLERIES, FAMILY, TV/RADIO, RENO/TAHOE, GAMERS, CALENDAR, and YELLOW PAGES. A search bar is also present.

The main content area features a large advertisement for eRecycle.org. The ad includes the text "Protect our environment. eRecycle TVs and computers." and a logo for eRecycle.org. Below this, there is a section titled "Stay tuned" with a subheading "What's on our remotes this week" and a byline "By Greg Endicott -- Bee Staff Writer". The text mentions "Mickey Mouse has a show for preschoolers debuting Friday. Disney".

On the left side, there is a "TODAY" section with a subheading "Jesse Stone: Death in Paradise (9 p.m. on Channel 13):". The text describes Tom Selleck's return in the mystery-film series based on the books of Robert B. Parker. It mentions that Selleck's Jesse Stone character investigates the death of a teen girl whose body is discovered in a lake. Below this, there is a "MONDAY" section with a subheading "Texas Ranch House (8 p.m. on Channel 6):". The text describes the show as a group of people getting the opportunity of a lifetime when they are sent back in time to Texas in the year 1867 and get the chance to live out their dreams of living in the Wild West.

On the right side, there is a "WIN FREE TICKETS TO MOVIES, THEATRE & MORE" section with a "ENTER NOW!" button and a logo for Albertsons.com. Below this, there is a "COLDPLAY: HOT or NOT?" section with a photo of the band Coldplay.

As in the print ad example on page IV - 8, placing ads on the television page of local papers' Web sites allows the message to be delivered when the consumer is thinking about TV and computers.



Out of Home Advertising



The eRecycle messages adapt well to the out of home advertising format. The longer message lends itself well to bus shelter areas, where the reader may linger while waiting for the bus. The shorter messages are more appropriate for billboard-type ads when the reader may have only a few seconds to read the ad.



Ogilvy Public Relations Worldwide



Poster

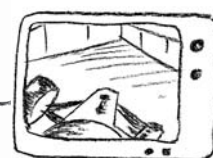
Got an old computer hanging around?

What about an old TV, VCR or stereo? If so, please eRecycle it. These items should never be placed in the trash, because they contain chemicals and other materials that can harm the environment. Help protect our environment. For more information, visit eRecycle.org.

eRecycle it.



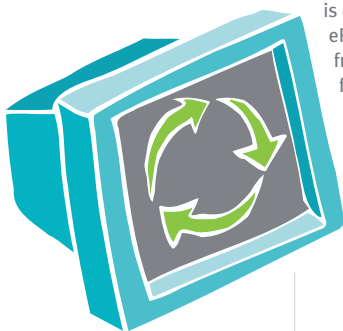
Posters containing the eRecycle message can be distributed to employers and government offices, where they can be placed in break rooms and other common areas where employees congregate.



Retail Shelf Sign

A small price to pay to protect our environment

California's eRecycle Fee



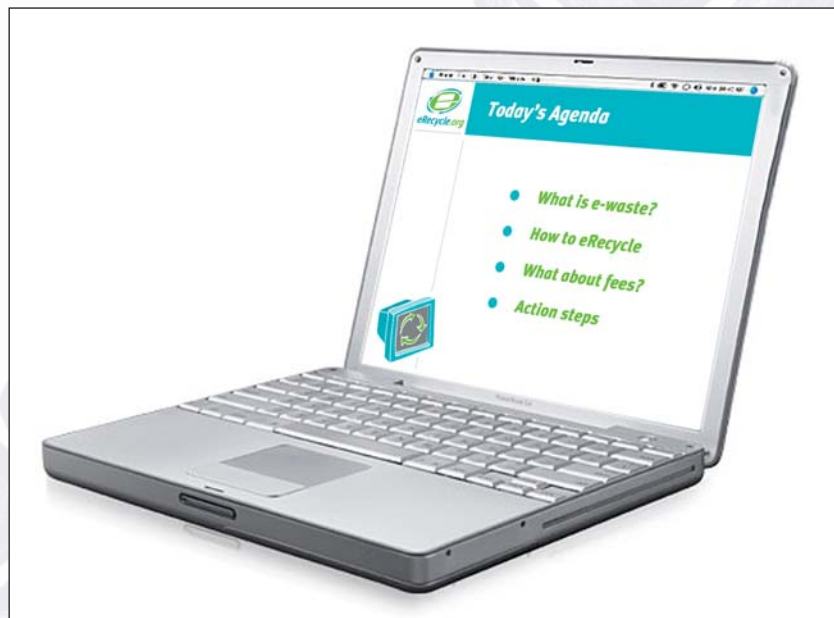
When you purchase a new TV or computer monitor, you will be charged a recycling fee of \$6-10, depending on screen size. This new state law is designed to help create the nation's first eRecycling program. We'll keep harmful materials from millions of discarded electronic devices from ending up in landfills and in our water supplies. So for a few dollars, we can help protect California's environment, and help keep us all a little healthier. For more information, visit eRecycle.org.



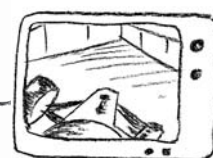
Partnering with electronics retailers, such as Sears and Best Buy, can afford the CIWMB to target its message right where it matters most: at the new electronics consumer. Chances are, if someone is buying a new TV or computer, they've got an old one at home.



Speaker's Kit



A comprehensive speaker's kit (with accompanying PowerPoint presentation) will be created along with a trainer's manual.



Key activities to include:

- Identify key promotional materials that retail partners would find most useful via survey and/or phone calls
- Development of creative brief (this will be done for all creative elements for this campaign and the process is outlined in detail under the Tire Waste scope of work)
- Design and produce identified promotional materials in accordance with existing eRecycle materials to maintain the integrity of the brand
- Work with the CIWMB to place all materials onto eRecycle.org web site (downloadable versions)
- Distribute order packets/fax-back forms to initial key retail partners
- Track use of materials via downloads to web site, fax-back forms and quarterly partners tracking report outlined under the first tactic.

Deliverables:

- Survey of retail partners
- Creative brief
- Development of materials
- Regular tracking report of usage

C. Sponsorship Strategy

Ogilvy PR has a long track record of developing mutually beneficial relationships for our clients with key partners and sponsors. Our team is well versed in identifying the “right” partners, developing sponsorship packets, conducting meetings with key decision makers, and tapping into companies’ corporate social responsibility and cause-related marketing visions to determine how to best align their goals with our program goals.

It is important to note that the reason an organization becomes a sponsor is based on several different criteria. Ogilvy PR and the CIWMB will need to examine these “motivators” to determine what may encourage a select target:

- Enhancing Image/Shaping Consumer Attitudes — Often companies are looking to improve how they are perceived by their target audience. Sponsoring or endorsing a public education campaign can often appeal to their consumers and can help to shape buying attitudes and help generate a positive reaction.
- Driving Sales — Sponsorship geared to driving sales can be an extremely potent promotional tool. While this won’t necessarily be the case for this campaign, it is important to note that many companies provide sponsorship as a means of increasing their market share.
- Increasing visibility — Every sponsor, in the end, is seeking exposure among their target audience. Positive publicity helps create heightened visibility of products/services. Visibility, for the sponsor, can come in many forms ranging from media coverage to co-op marketing mentions to additional signage. In the end, sponsors are going to want something in return. Sponsorship packages have to be developed with this “win-win” desire in mind.
- Differentiating from competitors — By underwriting or sponsoring a product, campaign, or event, a company has the opportunity to stand out from the competition.
- Playing the good “Corporate Citizen” role — Another powerful sponsorship objective allows companies to be viewed as a “good neighbor.” To be seen supporting the community and contributing to the good of the environment can be extremely powerful and can create enormous goodwill.

Key activities to include:

- Develop sponsorship plan and timeline including identifying potential sponsorship partners based on key criteria/process:
 - (1) Define the sponsorship objectives from the sponsors’ point of view: e.g. raise awareness of the brand; build an image; promote a new product, cause-related marketing



- (2) Determine the strategy: how does the sponsorship fit in with the companies corporate giving guidelines?
 - (3) Determine what we want from the sponsor and what we can give: what is the value proposition for the sponsor?
 - (4) Define the target audience of the sponsor; does it align with our campaign?
 - (5) Consider what resources are needed to make the sponsorship a success, is this within budget?
- Develop sponsorship packets
 - Set up meetings with decision makers, follow-up, confirm sponsorship
 - Manage in-kind and cash contributions as appropriate
 - Provide direction/assistance to 501(c)3 (often companies require this, will need to be looked into for program)
 - Manage partner relationships, including regular reports on use of dollars, ensuring their sponsor “benefits” are adhered to, answering questions and concerns

Sponsorship dollars and in-kind contributions can help augment the following:

- PSA creation
- Promotional events
- Collateral development
- Paid advertising
- Promotional give-away items

Deliverables:

- Sponsorship plan, target list and timeline
- Sponsorship packet
- Documentation outlining secured/confirmed sponsorships
- Documentation outlining in-kind, value attained from sponsors

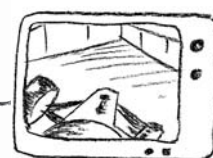
D. Promotions

Our team has conducted a variety of similar promotions for our client base including targeting the general public and getting them to properly dispose of mercury-containing thermometers. To that end, Ogilvy PR created and managed Mercury Free May — a month-long event where residents could bring in their mercury thermometers in exchange for a free new digital thermometer paid for by Sacramento County. The month-long event included partnering with eight Catholic Healthcare West (CHW)/Mercy Hospitals to collect the mercury thermometers throughout the Sacramento region. During Mercury Free May nearly 7,000 mercury fever thermometers were collected at an average rate of one thermometer every eight minutes per hospital.

For the purposes of the e-waste campaign, Ogilvy PR recommends that our five key markets hold annual e-waste promotional months. Locations will be selected based on participating partners’ availability and willingness, and communities that do not have easy access to collectors as outlined in the RFP. Our team recommends that the month-long promotions be held each April (2007 and 2008) to tie into Earth Day observances.

Key activities to include:

- **Logistical Coordination** — This includes identification of market locations per above outlined criteria, site visits, retail partners identification, retail communication documents, special in-store promotional materials leading up to the event, in-store announcement copy, and special raffles/prizes as deemed appropriate.
- **Retail Partner Coordination** — In the months and weeks leading up to the event, the Ogilvy PR team will meet with our select retail partners to review roles, timelines, event promotions and other important logistics such as handling additional traffic flow in stores. Details on how to “track” materials brought in will be reviewed in collaboration with CIWMB and collecting agencies/partners.
- **Event Promotion** — Prior to the event, our team in collaboration with our retail partners will promote the effort by distributing flyers to local residents and businesses.



- **Media Relations** — Media outreach efforts will be conducted to assist in driving traffic to the event. Media relations materials, including a calendar release, media advisory, press release and tip sheets will be developed and disseminated in both English and Spanish to local print, radio and television outlets to garner pre and post publicity for the event. Additionally, b-roll footage filmed during the event will be distributed to local television stations.
- **Co-op events** — In addition to the month-long, CIWMB-driven promotional events, we will seek out existing events that may be smaller in nature and developing co-op partnerships with organizations that are also interested in e-waste recycling. For example, Best Buy has listed on their web site recycling events that will be hosted throughout the country in 2006. Three events that were held earlier this year in California included:

Thousand Oaks — February 10–11, 2006
 Mission Viejo — April 21–22, 2006
 Westminster — April 21–22, 2006

Californians Against Waste listed eight different e-recycling events on their site that took place during the Earth Day timeframe including events at Cal Expo, the Concord Pavilion and the San Francisco Giants Stadium.

The Ogilvy PR team will research such opportunities that are scheduled to take place in our identified markets as this will be a cost-efficient way to spread the word on a regular basis.

Deliverables:

- Promotional event plan detailing partners, promotional activities and timeline
- Media kit
- Event promotional materials
- Summary report outlining success of events

E. Publicity program

Our team will develop a comprehensive earned media plan in order to further educate Californians about e-waste. As referenced under the Tire Waste campaign,

earned media is one of the most credible ways in which to communicate a message. While our focus will be primarily on attaining partnerships, educating retailers and garnering sponsorships, we believe one of the best ways to educate residents about e-waste recycling is through the media.

Key activities to include:

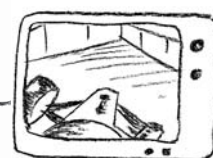
- **Public Service Announcement Distribution** — We understand that the current PSAs are in the process of being distributed statewide and that a partnership with Wal-Mart is being investigated through a previously secured contract. To compliment these efforts, Ogilvy PR recommends conducting an analysis of PSA distribution and distributing the existing television and radio spots to stations that have not yet played the PSAs via WestGlen Communications. Our experience has been that unique, high quality spots will run and can achieve up to \$500,000 in free airtime if packaged correctly. WestGlen has the ability to distribute spots to more than 100 TV stations and 250 radio outlets throughout California in English and Spanish. This activity will be done at the discretion of the CIWMB.
- **Consumer and Trade Media Relations** — To ensure regular exposure to the e-waste message, a comprehensive consumer-targeted and trade-targeted editorial calendar will be developed. The goal will be to further expose residents and retailers/manufacturers to the importance of e-waste recycling and proper disposal.
 - Development of media database targeting consumers and retailers/manufactures. Chart detailing initial key trade publications for consideration on page 18.
 - Development of appropriate media materials —
 - Standard press kit (to be tailored as needed for consumers and retailers/manufacturers)
 - News release
 - Fact sheet
 - Campaign backgrounder
 - Success stories
 - Contact sheet
 - Columns/guest opinion articles



- Ongoing media program to generate stories, including —
 - Identification of appropriate reporters/editors, introductory meetings
 - Development of an editorial calendar for targeted outlets, outlining regular media story ideas, angles and submission dates to ensure:
 - Placement of feature articles
 - Radio and media talk show interviews
 - News articles/stories
 - Track coverage, evaluate on quantity (audiences reached), quality (content of stories), and effectiveness (public response to coverage)
- Promotional Event Publicity — As outlined under Tactic D, Promotions, our team recommends holding promotional events in April of '07 and '08. The promotional events will need to be heavily publicized via the media.

Deliverables:

- Comprehensive media d-base, media calendar, outlining target media, angle per month
- Press kit
- One media skills training workshop
- Media clips and monitoring
- Comprehensive media relations analysis report
- Two promotional media events (tie-in to promotional events outlined under Tactic D.)

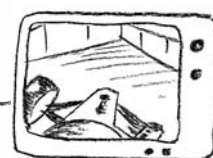


Consumer Electronics Vision	Consumer Electronics Vision focuses on the consumer electronics industry. Topics covered include trends in video, audio, mobile electronics multimedia, communications, information technology and accessories markets within the consumer electronics industry. It is published by the Consumer Electronics Association.
Dig_It Magazine	Dig_It Magazine focuses on digital lifestyle. Contents include a companion and guide for informing, educating, assisting and displaying the affects of how digital technology can improve peoples' lives.
Home Media Retailing	Home Media Retailing is a trade publication serving home video sales and rental outlets. It was formerly known as Video Store News. Each issue includes reviews of new movies, DVDs and video games. As well, it lists the top sales and rentals. It covers trends in consumer spending and reports on the latest research. Special attention is paid to the top grossing movies. Launched in 1980, it is published by Questex Media Group Inc.
NARDA Independent Retailer	This publication targets independent retailers selling and servicing kitchen and laundry appliances, consumer home and mobile electronics, computers and other home and small office products, furniture, sewing machines, vacuum cleaners and room air conditioners.
ProService Magazine	ProService Magazine focuses on the business of repairing consumer electronic equipment, appliances, and computers. Topics covered include electronics trends, industry news and electronics professionalism. It is published by the National Electronics Service Dealers Association. The publication was formerly known as the NESDA Newsletter. This publication targets members of the National Electronics Service Dealers Association and the International Society of Certified Electronics Technicians.
Residential Systems	Residential Systems focuses on the home entertainment, automation and security design and installation industries. Topics covered include trends, industry professional profiles, home theater technology, internetworking, automation options, control systems, sales advice and more. It is published by United Business Media. This publication targets professionals in the home entertainment, automation and security design and installation industries.

Continued on next page



TWICE (This Week in Consumer Electronics)	TWICE (This Week in Consumer Electronics) focuses on the consumer electronics industry, especially technological developments in the consumer electronics, home office, appliance, and photo industries. TWICE covers merchandising, marketing, manufacturing, sales and retailing as well as product categories that include video (TV's, DVD's, Camcorders, etc.), home and car audio, mobile electronics and communications products (cell phones, PDAs, etc), computers, imaging (cameras and optical scanners), blank media, major appliances, and accessories. This publication targets consumer electronics retailers, distributors, representatives and manufacturers.
E-Scrap News	<p>E-Scrap News is an easy-to-read newsletter that provides a concise story on what's happening in today's industry — and tomorrow's markets.</p> <p>Who reads E-Scrap News?</p> <ul style="list-style-type: none">• Electronics recycling operations• Haulers and collectors• Original equipment manufacturers• Recycled material users and resellers• Reuse and remanufacturing centers• Public recycling officials, regulating authorities and government agencies• Surplus property managers, purchasing and disposition staff• Charitable, nongovernmental and academic institutions• E-Scrap News offers engaging details and practical information covering the entire spectrum of scrap electronics management.



F. Speakers' Bureau

The Ogilvy PR team will develop a comprehensive speaker's bureau program and will work with the CIWMB to identify and recruit speakers among participating organizations and affiliated groups. Up to five speakers will receive training on how to give an informative presentation. Speakers will be provided with:

- A prepared presentation in PowerPoint, handouts or CD-ROM, according to their comfort level with each tool
- Information materials to hand out to groups
- Giveaways (such as magnets) to hand out as well

We will coordinate the promotion and placement of the speaker's bureau, concentrating on key conferences, seminar and other appropriate venues. The approximate number of presentations will be determined in collaboration with the CIWMB.

Deliverables:

- Speakers Training Course
- Development of PowerPoint presentation
- Development of leave-behind materials
- Calendar of speaking engagements
- Tracking of engagements/summary reports

G. Website support

Ogilvy PR's Creative Studio/Interactive generates online experiences and campaigns that enhance the power of offline activities and extend messages through the digital medium. Our work has strengthened some of the world's most familiar and successful brands, including Johnson & Johnson, Xerox, Sun Microsystems, DHL, the Centers for Disease Control and Prevention, and the National Institutes of Health.

We specialize in designing information and community web sites serving specific user groups. From game development to online guides, we can craft concepts and content development to finished and functional software.

Since the eRecycle.org site is already in existence, our understanding is that Ogilvy PR would be responsible for reviewing the site, providing recommendations on how to enhance the site structure and providing content updates as needed. Specific activities to include:

- Meeting with CIWMB web designers and other key personnel to determine key action steps.
- Complete site audit and review — Our team will evaluate the site against three “competitive” Web sites, each offering similar information to target audiences. The comparative nature of the assessment provides a helpful benchmark to inform site priorities and identify “best practices” of site design. A complete overview of the methodology and criteria will be used for each of the five elements — homepage design, site navigation, branding, content, and visibility. The 360° assessment is performed by following accepted principles of Web design, using a standardized methodology developed by Ogilvy PR.
- Recommended revisions to site structure — Based on the review, recommendations on the structure will be provided to the CIWMB.
- Copy for new site sections — As the campaign rolls out and new updates and information is available, the Ogilvy PR team will draft key content for inclusion on the site.

Deliverables:

- Site audit summary
- Structural change recommendation memo
- Copy for site updates conducted by the CIWMB web master

H. Toll-free hotline

Ogilvy PR will assist the CIWMB in setting up the toll-free hotline as requested. Since this service will be provided in-house by the CIWMB, Ogilvy PR understands that the following services may be required:

- Introduction to qualified vendor and facilitation of process as needed
- Assistance in script development
- Assistance in training material development



- Assistance in developing a tracking mechanism

As outlined in the Firm's Qualification Section, Ogilvy PR has worked with C&K Teleservices in the past and recommends that the CIWMB consult them in the beginning phases of this task.

Deliverables:

- Deliverables will be defined after a needs assessment is completed for this task.

I. eRecycle.org licensing

As needed, Ogilvy PR will assist the CIWMB in developing guidelines and criteria for licensing the eRecycle.org logo and other marketing materials.

J. Advisory group

As with the tire program, the Ogilvy PR team will assemble an advisory committee to help guide the direction of the program and act as a sounding board for outreach ideas. The group will be comprised of electronic product manufacturers and retailers, recyclers, collectors, local governments, environmental organizations, and other third party allies. Key activities to include:

- Development of advisory group list for CIWMB review.
- Initial strategy/kick-off meeting with "approved" members, including the development of hand-outs, introduction to campaign, and letters of invitation.
- Quarterly Updates and Meetings — We will continue to provide information to our advisory group via quarterly meetings and/or updates dependent on how they prefer to have information shared. Additionally, our team will provide specific content updates to the web site that will be directed towards retailers/manufacturers.

Deliverables:

- Recommended advisory group target list
- Briefing packet for advisory meeting outlining campaign elements, strategies
- Regular email updates/meetings with advisory group
- Summary reports of advisory group actions, recommendations

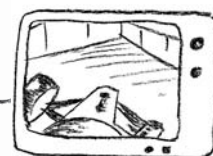
K. Measurement and evaluation

We propose to evaluate success using a variety of metrics. Evaluation mechanisms that will be used for the e-waste campaign include:

- Number of hits to the eRecycle.org web site
- Number of calls generated to the toll-free hotline
- Amount of media coverage generated on issue
- Number of retail partnerships attained, dollar value attained
- Number of materials distributed
- Number of speaking engagements held
- Results from consumer awareness poll

This strategy captures the effectiveness of the campaign by measuring the success of the program throughout implementation. Process measures include:

- Quantifying the participants in the program activities, as evidenced by the number of people that attend promotional events, training workshops and other key activities.
- Conducting a media content analysis to evaluate the number, quality and balance of news media coverage on the issue, and in particular, evaluate messages attributed to this campaign.
- Measuring the success of the PSA distribution, including reach and dollar value.
- Monitoring the success of program implementation, which includes evaluating whether or not the program was managed appropriately (approval and reporting procedures); adherence to pre-approved budget and timelines, and submission of accurate reports and record keeping.
- Quantifying the fiscal impact of partnership involvement, including measuring the additional outreach, in-kind value and dollar value.
- Polling partnership representatives to determine satisfaction with program planning, management, implementation and promotion of their involvement.



- Measuring inquiries to resource points, such as Web site and hotline.

Outcome Measures

Outcome measures evaluate the program's success in meeting key goals. In this case, this will include evidence of behavioral change and level of public awareness of program messages. We will measure outcomes by:

- Conducting a telephone survey in Year II to measure recognition of program messages and information (level of public awareness) and self-reporting of personal patterns relating to e-waste recycling (change in behavior).
- Conducting key stakeholder interviews (advisory group) to determine satisfaction with program design and implementation.

Deliverables:

- An evaluation of all measurement metrics will be provided as outlined under the Reporting task below.

- Conduct internal/external work plan and strategy meetings
- Budget tracking
- Management and direction to all subcontractors
- Tracking of work plan activities
- Ongoing strategic counsel
- Submit quarterly and annual year end reports

Deliverables:

- Monthly summary reports and invoices
- Quarterly tracking reports on key outputs and outcomes
- Year-end reports summarizing evaluation efforts and highlighting key benchmarks
- Please see other deliverables under each tactic above

L. Reporting

Our team is dedicated to providing high quality client service and award winning work. To ensure this, regular program management will include:

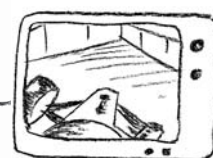
- Monthly Reports and Meetings — Ogilvy PR recommends meeting with the CIWMB monthly to review activities, facilitate communications and ensure the work plan is on track and generating results.
- Activity Summaries — An activity summary will be submitted at the beginning of each month for activities conducted the month prior. The activity summary will accompany an invoice and will outline key successes.
- Work Plan Tracking and Management — The following activities will take place on an ongoing basis:



Non-funded Expert Recommendations

In order to further educate the target audience about the e-waste program; outlined below are additional activities for consideration should more funding become available.

- **Paid media (advertising)** — Ideally, additional advertising materials could be created in order to augment the current TV and radio PSAs that exist. Specifically, out-of-home ads (billboards, bus kings, pump toppers and mobile billboards — such as the ones IKEA has been utilizing to promote the launch of their West Sacramento store) could be created and placed in key markets to help increase awareness. This augmented advertising could expand to working with companies such as Verizon, Cingular, and T-Mobile to reach cell phone subscribers via text messaging on their phones and developing ads that appear across emails. As outlined in the tire waste program section, while advertising, itself, does not change behavior, it is a wonderful vehicle to help increase general awareness about an issue or product. Used in the beginning stages of a social marketing campaign, it can help ensure that the target audience has at least been exposed to the message multiple times.
- **Traveling E-Waste Bus** — One way to garner a vast amount of attention would be to wrap a large bus in e-waste promotional messages using the eRecycle look and feel and have the bus tour the state. The bus would be scheduled to make predetermined stops where it would help promote and participate in e-waste events.
- **School Site E-waste Days** — Since women, 35 to 65 are the most predisposed to e-waste recycling, it would make sense to have a tie in with local schools since many of these women spend time dropping their children off, picking them up, attending school-related events. The concept would be for Ogilvy PR to work with local schools to not only develop an educational curriculum about recycling in general, but work to develop a specific day when all students/parents could drop off their old e-waste. Other key partners would need to be included and the event would be promoted weeks in advance at the school via posters, announcements, flyers sent home to parents and local radio advertising so that area residents could take advantage of the opportunity.
- **Employer Outreach** — Employers are viewed as credible sources of information. Therefore, Ogilvy PR recommends identifying the largest employers within our select markets and working with them to develop an internal communications program on the eRecycle program. Packets can contain information for posting on websites, in employee newsletters, in breakrooms and paychecks. The Ogilvy PR team has successfully implemented this tactic for other educational efforts.
- **Consumer electronic show participation** — Creating an education booth and participating in the top electronic shows that take place on an annual basis would be an ideal means to get the e-waste message out. Not only could the CIWMB interact with some of the largest manufacturers and retailers in the nation, but by staffing a booth for the period of the events, valuable information could be shared. Shows for consideration include:



Show	Description	Web
Consumer Electronics Show	The world's largest annual tradeshow for consumer technology! International CES is the showcase for the who, what, where and why of the consumer technology industry. International visionaries in content media, delivery and hardware at CES illustrate new business models and new consumer applications made possible by technology. The 2006 show had 150,000 participants and 2,500 exhibitors. The event is held in Las Vegas.	http://www.cesweb.org/default_flash.asp
E3 - Electronic Entertainment Expo	Every year, the ESA presents the highly acclaimed Electronic Entertainment Expo (E3) - the world's largest trade show dedicated exclusively to the interactive entertainment industry. Attendees also participate in educational workshops and seminars. In its twelfth year, E3 2006 is scheduled for May 2006 in Los Angeles.	http://www.e3expo.com/
Game Developer Conference	The Game Developers Conference (GDC) is the official trade event "by game developers for developers" of computer, console, mobile, arcade, online games, and location based entertainment. The 2007 conference will be held May 5 – 9 in San Francisco.	http://www.gdconf.com/
Electronic Distribution Show and Conference	EDS is the annual meeting-place and marketplace for the global community of manufacturers of electronic components, instruments and accessories and the electronic distributors and manufacturers' representatives through whom these products are brought to market. It includes exhibits, educational programs, and scheduled meetings or conferences between participating companies. The next conference will be held in May 2006 in Las Vegas.	http://www.edsc.org/



CIWMB

E-waste Campaign Timeline

Year I (June 2006 – May 2007)

	2006					2007						
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Partnership Development												
Planning meeting	●											
Develop plan and packets for partners	■	■										
Secure partners		■	■	■	■	■	■	■	■	■	■	■
Manage partnerships, regular interaction		■	■	■	■	■	■	■	■	■	■	■
Quarterly tracking reports of activities			●			●			●			●
Point-of-Purchase	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Survey of key retail partners	■	■										
Develop creative brief		●										
Design materials		■	■									
Place onto eRecycle.org			●									
Send fax-back forms			●									
Track downloads/request for materials				■	■	■	■	■	■	■	■	■
Sponsorship Development	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Planning session	●											
Develop plan, target list, packet	■	■										
Secure sponsors		■	■	■	■	■	■	■	■	■	■	■
Quarterly reports summarizing value/actions			●			●			●			●
Promotions	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Planning sessions				■								
Logistics and coordination with partners					■	■	■	■				
Materials and media development								■	■	■		
Hold events											■	
Summary report												●
Co-op events*		■	■	■	■	■	■	■	■	■		
Publicity (Earned Media)	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Brainstorm session with client	●											
Develop media database	■	■										
Develop editorial calendar for year	■	■										
Create “updateable” media kit	■	■										
Conduct media skills training		■										
Ongoing pitching and placing		■	■	■	■	■	■	■	■	■	■	■
Promotional media events											■	
Quarterly media analysis report			●			●			●			●
Speakers’ Bureau	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Develop target list	■	■										
Develop all training materials	■	■										
Develop speaking engagement calendar		■	■									
Book speaking engagements			■	■	■	■	■	■	■	■	■	■
Track engagements, summary reports			■	■	■	■	■	■	■	■	■	■
Web Site Support	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Planning meeting	●											
Conduct site audit	■	■										
Summit recommendations			●									
Initial updates/changes			■	■								
Ongoing updates provided			■	■	■	■	■	■	■	■	■	■
Toll-Free Hotline	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Consultaion as needed												
eRecycle.org Licensing	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Support provided as requested												
Advisory Group	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Develop advisory group list	■	■										
Develop briefing packets	■	■										
Kick off meeting		●										
Regular updates to group		■	■	■	■	■	■	■	■	■	■	■
Summary reports to group		■	■	■	■	■	■	■	■	■	■	■
Quarterly updates to client			●			●			●			●
Measurement and Evaluation	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Planning session	●											
Monthly tracking of all identified outcomes/outputs		■	■	■	■	■	■	■	■	■	■	■
Quarterly updates			●			●			●			●
Reporting	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Initial planning meeting	●											
Monthly invoices and updates to client	●	●	●	●	●	●	●	●	●	●	●	●
Quarterly updates to client			●			●			●			●
Bi-annual presentations to Board – TBD												
Final Report												●

* As Budget Allows

CIWMB
E-waste Campaign Timeline

Year II (June 2007 – May 2008)

	2007						2008					
	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Partnership Development												
Continue management of partnerships												
Seek out additional partners												
Quarterly tracking reports of activities												
Point-of-Purchase	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Design new materials												
Place onto eRecycle.org												
Send fax-back forms												
Track downloads/request for materials												
Sponsorship Development	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Continue securing sponsors												
Quarterly reports summarizing value/actions												
Promotions	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Planning sessions												
Logistics and coordination with partners												
Materials and media development												
Hold events												
Summary report												
Co-op Events*												
Publicity (Earned Media)	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Brainstorm session with client												
Develop editorial calendar for Year II												
Update media kit												
Ongoing pitching and placing												
Promotional media events												
Quarterly media analysis report												
Speakers' Bureau	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Develop Year II target list												
Update training materials												
Develop speaking engagement calendar												
Book speaking engagements												
Track engagements, summary reports												
Web Site Support	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Ongoing updates provided												
Toll-Free Hotline	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Consultaion as needed												
eRecycle.org Licensing	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Support provided as requested												
Advisory Group	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Continue to provide updates to group/meetings												
Quarterly updates to client												
Measurement and Evaluation	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Planning session for Year II												
Monthly tracking of all identified outcomes/outputs												
Develop and review questionnaire for telephone poll												
Telephone poll implemented												
Poll summary report												
Reporting	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May
Initial planning meeting for Year II												
Monthly invoices and updates to client												
Quarterly updates to client												
Bi-annual presentations to Board – TBD												
Final Report												

* As Budget Allows

IV. Scope of Work: Waste Tire Program

Situational Analysis

Californians love their automobiles and because of this our state generates more than 40 million scrap tires annually. In order to reduce this number, Californians need to be educated on how to: 1) generate fewer tire scraps; and 2) increase usage of tire-derived products.

Most Californians do not realize the direct connection between proper tire maintenance and the reduction of tire scraps entering our waste stream. However, the correlation is evident and important. Proper tire maintenance not only provides cost savings, makes driving safer and provides better fuel economy, but proper tire maintenance and the purchasing of longer-lived tires also helps our environment.

Fortunately, our Legislature recognized the serious environmental safety and health threats posed by improper management of waste tires and passed the California Tire Recycling Act in 1989. This act mandated that the CIWMB oversee and regulate the management of scrap tires in our state. To further assure proper scrap tire management, the Legislature passed additional legislation in 2000 to augment the California Tire Recycling Act.

To address the goal of reducing the amount of tires entering the waste stream, the CIWMB conducted an intense, one-year research study in order to: 1) explore consumers' tire purchase decisions and behaviors; and 2) determine consumers' general knowledge about tires, tire maintenance, recycling and disposal. This study included qualitative and quantitative data (literature review, multilingual focus groups, 1,000+ person telephone poll and key informant interviews with tire retail personnel).

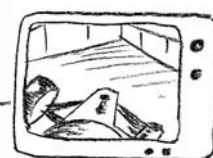
The November 2003 report titled, *Consumers' Tire-Buying Habits and Their Knowledge of Tire Maintenance, Recycling and Disposal*, uncovered the following key insights related to Californians and their views on tire waste and tire sustainability:

Existing Campaigns

- Nearly all tire-related communication campaigns focus on safety. Very few make the correlation about the environmental impacts/benefits of proper tire maintenance. Examples of existing tire safety campaigns include:
 - Be Tire Smart, Play Your PART (RMA)
 - Tire Safety: Everything Rides on It (NHTSA)
 - My Tire Safety (Bridgestone/Firestone)
 - Safety Zone (Cooper Tires)
- A search for information on current tire recycling and disposal campaigns sponsored by tire manufacturers found that only Goodyear had any significant information posted on its Web site related to tire recycling and disposal.
- Most of the tire recycling and disposal marketing communication efforts appear to be very local and regional in nature. The majority of the tire recycling and disposal efforts have been targeted at individuals who work in the waste and scrap tire recycling and disposal community.

Tire Buying Habits & Knowledge (from Focus Groups)

- The focus groups (and survey) found that ethnicity has minimal impact on purchasing behaviors; but language barriers between consumers and the tire retailers do have a significant influence on both tire purchases and maintenance.
- Tire education campaigns that reach drivers who plan their tire purchase would likely have some influence on their purchasing decisions and could contain information that is perceived to be credible. Research cited that if an education program stressed the importance of tire maintenance on a regular basis, it may help reduce the number of unplanned tire purchases.
- Tire education programs that contain information from credible third-parties, such as the CIWMB,



are more likely to influence consumers than information provided by manufacturers and dealers only.

- Most focus group respondents were relatively familiar with ways that tires can be recycled, but only a few were familiar with the California Tire Recycling Act of 1989.
- Very few focus group participants had seen/been exposed to a tire recycling campaign; therefore, the need for such a program exists.

Other Key Findings (from Telephone Poll)

- The best ways to reach consumers are through auto clubs, insurance companies, tire shops, DMV mailings and consumer reports.
- Most drivers said they believe that tire maintenance is important to the life of their tires, but many were inconsistent in the practice of good tire maintenance.
- Drivers stated that their top three purchasing criteria included: tire safety, maintenance and cost.
- Less than ten percent of those interviewed had disposed of an old tire by dropping it off at a collection event. The assumption is that most had the tire store “dispose” of the tires.
- More than ninety-four percent believe that tires and tire components can be recycled or reused, but their knowledge of specific uses was very limited.
- Almost half of respondents said they would be more likely to purchase tires with recycled content. This is assuming that quality, performance, warranty and price are not affected.
- When it comes to tire maintenance behaviors — for example, checking tire pressure with a tire gauge on a monthly basis — it appears that Chinese-language speakers (languages spoken are Mandarin and Cantonese) do not check their tires as frequently as Spanish-speakers. This is just one example where cultural differences may appear.

Challenges/Opportunities

When preparing to conduct a public education/social marketing campaign, it is extremely important to look at the potential challenges and opportunities that exist.

Government Distrust — Any time there is a public effort to promote a change in behavior, there is going to be a tendency for distrust from different ethnic groups for different reasons. Many immigrants, especially those in California illegally, may feel that there is a “catch” to any program or campaign that is promoted by a state agency. It is important to acknowledge this up-front and work with community leaders to ease the distrust that exists.

Cultural and Language Issues — California is fortunate to be one of the most diverse states in our nation. However, diversity proves challenging when conducting a campaign that aims to target multiple ethnic groups with cultural and language barriers. It will be imperative that campaign efforts 1) acknowledge those barriers; and 2) work to ensure that outreach efforts resonate with ethnic audiences through in-language/in-culture information.

Budget Constraints — One of the largest barriers this campaign faces is the budget. Conducting a multilingual, multi-cultural campaign that includes multiple versions of TV, radio and print PSAs plus other tasks is, by nature of the very scope, expensive. Unfortunately, a “one size fits all” approach does not work in this scenario especially when the CIWMB is looking at utilizing celebrities. Different celebrities will need to be used to properly engage and influence the different target groups. Additionally, conducting primary research is an expensive task, but extremely important to ensure that there is a thorough understanding of what will best resonate with the target and to track the success of the campaign.

Communication Clutter and Complexity — All public education efforts compete with each other and a myriad of other messages bombard our target audience daily. The challenge will be to break through the clutter while at the same time not bombarding our target audience with too much information. There are several key messages that the Tire Waste Program would like to communicate, however, by “over-messaging” the target, there is a chance of confusing them. Rather, it is important to ensure that the messages resonate with our targets and that through research we come to understand



how to best educate them on multiple fronts with multiple messages.

Research Has Been Completed — The CIWMB's 2003 survey provides a wealth of information that can be taken to help inform and develop any campaign that is created. While additional research as it relates to specific campaign messaging and creative will need to be implemented, as well as specific baseline and tracking data for campaign awareness in a given market, the qualitative and quantitative data that has been assembled allows for a strategic understanding of the issue.

Programs Exist — The issue of tire maintenance and safety is not new. While the environmental message may be fairly new to our target audience, it is helpful that the idea of tire maintenance has been promoted in the past. The goal moving forward is to expand the current messages to include the important environmental messages and benefits of proper tire maintenance and the steps one can take to reduce the amount of tires entering our waste stream.

Potential Resistance — The dynamic of having tire retailers help promote selling fewer tires should also be acknowledged. While longer-lived tires are usually more expensive and will help with a retailer's bottom line, in the end we are asking a retailer to help reduce sales in order to help the environment.

Recommended Target and Markets

While Ogilvy PR will work with the CIWMB to finalize recommended targets and markets, we believe it is important to conduct a preliminary assessment and provide those initial recommendations to the CIWMB.

Because of the challenges that exist from a budget perspective, and in keeping with the community-based social marketing approach that was outlined in detail in the Summary of Statement Section, Ogilvy PR recommends that the CIWMB consider targeting two ethnic groups (in addition to English language) in two separate markets versus four or five. This approach will allow for:

- Campaign strategies and tactics to be thoroughly tested before being implemented statewide as is the recommended approach in a community-based effort;

- Messaging to not be diluted because the campaign is spread across too many markets and not enough information is being concentrated in one area;
- Key barriers for each ethnic group to be better understood and addressed; and
- Contained, measurable results to be captured.

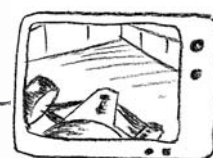
While Ogilvy PR has conducted statewide campaigns in 18 languages (see case studies), the funding parameters dictate that the CIWMB consider beginning the effort with two pilot programs and expand from that pending the availability of additional dollars. Of course, this is our initial recommendation and we will collaborate with the CIWMB on all final decisions.

In determining which markets and ethnic groups should be targeted, our team first looked at what proportion of California residents (18 years or older) speak a language other than English. We found that 61 percent of California residents speak English only and that 12 percent don't speak English well or very well. The 12 percent who don't speak English well or very well include nine percent who speak Spanish and two percent who speak an Asian language (the remaining speak a variety of European languages.) Again, we focused on the "speak another language" aspect versus just pure population numbers since the RFP emphasized non-English speaking targets.

According to California Census data, the most common languages spoken at home among Asian residents 18 years or older are Chinese and Tagalog, followed by Japanese.

Next, we began looking at counties with high concentrations of Spanish and Chinese speakers. In order to ensure distribution across the State, we looked at several combinations. (In the appendix, please find a matrix that shows the proportion of residents, over 18, who speak these languages in each county as well as the total population by county.) We do not recommend Sacramento County because three-quarters of the residents speak English and we did not want to target regions that were so large that our campaign would get "lost" in the clutter, i.e. Los Angeles.

Lastly, we wanted to also target markets that are fairly contained from a media perspective and have enough media outlets available to air our PSAs. Based on this assessment, our recommended languages/markets are:



Waste Tire Program Community-based, Social Marketing Pilot Target / Market Recommendations	
Ethnic Group/Language	Recommended Market
Latino/31% speak Spanish	Fresno
Asian/17% speak Chinese languages	San Francisco

San Francisco Tire Buyers			
Age	% of SF Pop.	% of Asian Pop.	Index vs. Total Tire Buying Population
18-20	6.2	8.3	126
21-24	5.8	5.2	90
25-29	7.8	12.7	162
30-34	10.3	13.6	132
35-39	9.8	13.6	139
40-44	13.8	16.6	120
45-49	11.4	5.1	45
50-54	11.4	10.7	94
55-59	7.3	5.3	73
60-64	6.3	5.9	95
65-69	2.8	1.0	36
70+	7.2	2.0	28

Additionally, we tapped into Scarborough data to help further determine tire purchasing and media habits so that we may even better understand our target audience. Key findings include:

San Francisco/Bay Area

Age

In San Francisco/Bay Area we recommend targeting Asian adults ages 25-44. They represent nearly 60 percent of Asian tire buyers. When indexed against the general San Francisco tire buying population, the data show that this group is more likely than the general population to have purchased tires in the last twelve months. We will keep this in mind as we explore motivations and develop messages. This age group may have particular lifestyle needs, perceptions or driving habits that cause them to purchase more tires than the general public.

Media Habits

Certain media stand out for the tire buying populations versus the general public. According to Scarborough research, Asian tire buyers are most likely to listen to news talk radio including KNBR and KCBS. KOIT and KFOG are also especially strong against this target. Asian tire buyers are average television watchers. News programs that rank particularly strong include KPIX, KNTV and KICU. Asian tire buyers also use the internet and are most likely to have service provided by AOL and SBC/AT&T. Asian language stations are not reflected in Scarborough data as the ratings are too small, however, these stations will be targeted along with general market stations.

Retail Outlets

Asian tire buyers shop across a variety of retail outlets. Costco has a larger share of Asian tire buyers followed by Big O Tires. In developing partnerships we will identify retail locations that make the most sense given the make-up of the population.



San Francisco Asian Tire Buyers	
% Share	
America's Tire Company	8.8
Big-O Tires	10.0
Sears	4.9
Costco	24.1
Wheel Works	6.7
Goodyear Tire & Auto	3.1

Fresno Area

Age

In the Fresno area we recommend targeting Hispanic adults ages 18–44. They represent 75 percent of Latino tire buyers. When indexed against the general Fresno tire buying population, the data show this group is more likely than the general population to have purchased tires in the last twelve months. We will keep this in mind as we explore motivations and develop messages. Again, this age group may have particular lifestyle needs, perceptions or driving habits that cause them to purchase more tires than other age groups.

Fresno Tire Buyers			
Age	% of Fresno Pop.	% of Hispanic Pop.	Index
18-20	11.2	16.2	145
21-24	4.8	7.7	160
25-29	11.2	14.5	129
30-34	10.3	12.7	123
35-39	7.6	12.3	162
40-44	12.8	12.5	98
45-49	15.5	9.0	58
50-54	5.9	3.8	64
55-59	7.1	4.7	66
60-64	3.4	1.5	44
65-69	5.1	3.3	65
70+	5.1	1.8	35

75.9%

Media Habits

KMGV, KLBN and KOND are the top three radio stations among Hispanic tire buyers. Univision, ABC and KMPH are the top television stations viewed by Hispanic tire buyers. Our target audience is most likely to have Internet service provided by AOL or SBC/AT&T and view news Web sites including fresnobee.com, ABC30.com and Univision.com.

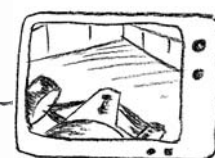
However, it should be noted that the Hispanic target audience, overall, does not utilize the Internet as often as other ethnicities. This key finding was also outlined in the CIWMB's research — with three-fourths of English, Vietnamese, Mandarin and Tagalog speakers having Internet access in contrast to only 43.2 percent of Spanish-speakers. Additionally, when asked what forms of communication would prove “not effective,” email and Internet ranked the highest among both Spanish and Chinese-speaking persons for the purposes of this particular effort.

Retail Outlets

Costco has the largest share of Hispanic tire buyers, followed by Wal-Mart.

Fresno Hispanic Tire Buyers	
	% Share
Costco	14.2
Wal-Mart	9.9
Pep Boys	8.4
America's Tire Company	6.7
Goodyear Tire & Auto	4.2
Car Dealer	2.8
Big-O Tires	2.7
Sears	1.2
Carroll's Tire Warehouse	2.1

Again, should additional funding become available, Ogilvy PR would then recommend that the campaign be expanded to include additional languages and/or markets. For example, Filipinos (speaking Tagalog) could be targeted in San Mateo or the CIWMB might prefer targeting additional markets that have a high percentage of Spanish-speaking residents. The possibilities are immense.



Campaign Goal and Objectives

As outlined in the RFP, the campaign goal is to “educate Californians about purchasing longer-lived tires, properly maintaining their tires to save money, be safe and reduce fuel consumption, as well as promote the purchase of tire-derived products and other recycled materials.”

Measurable objectives from the campaign will include:

- An increase in awareness of proper tire maintenance and key benefits
- An increase in awareness and use of longer-lived tires
- An increase in awareness and use of tire-derived products

Target Audiences

As outlined in the situational analysis, due to budget parameters and in order to adhere to a community-based social marketing approach, it is recommended that the CIWMB target only limited English, Spanish and Chinese-speaking residents in key markets.

Our primary target audience for the campaign will be California residents, 18 years of age and older who primarily speak Spanish and Chinese. While it will be important to target both males and females, our campaign will skew more towards males.

Primary

- Spanish-speaking residents in Fresno
- Chinese-speaking residents in San Francisco/Bay Area

Secondary

- **Tire Retailers** — One of our key partners for the campaign will be tire retailers. The Ogilvy PR team will be responsible for identifying select retail outlets that sell tires primarily to our target audience demographic and developing a partnership with those identified retailers to display information at the point of purchase.

- **Ethnic Media** — Since one of the primary outreach methods will be media relations and the distribution of public service announcements, it will be important that the media be considered a target audience. The Ogilvy PR team will reach out to the media to not only use them as a means of reaching our primary target, but to also educate them on the topic so that they are a more informed source of information.

- **Community Leaders** — Ogilvy PR will reach out to select ethnic community leaders. Community leaders (including the media) serve as important gatekeepers within ethnic communities. Ensuring that they understand the importance of proper tire care and maintenance will go a long way in ensuring our primary audience is also reached.

It should also be noted that based on MRI data on Heavy Tire Users — those who purchase five to nine tires per year — we developed the following demographic profile:

English-speaking men
Age 30–54
Married with children
Skew professional occupations
College educated
Skew to County and suburban
HHI of \$75,000+

Ogilvy PR believes that one of the reasons why this demo may have skewed high in tire purchasing habits is because they very likely could be buying tires for three or more vehicles within one household (their car, their spouse’s, an older child and possibly another recreation vehicle). Also, with a larger disposable income, replacing tires more frequently may not be seen as a hardship; therefore, if proper tire maintenance does not occur, this demographic is not adversely affected.

While we understand that the direction of the campaign is to focus on those audiences that are non-English or limited-English speaking, we wanted to share this data with the CIWMB for consideration.



Ogilvy Public Relations Worldwide



Strategies

The following communication strategies will be utilized in developing and implementing the tire waste campaign:

- **Develop a unifying theme that brands the campaign** — Since other campaigns about this topic exist, it will be important that we design a campaign that is complimentary, but that can also stand alone and cut through the clutter. Ogilvy PR will work with the CIWMB to make sure that all marketing materials and components for this effort have a similar look and feel in order to brand the campaign. This, of course, is taking into account cultural nuances that need to be addressed.
- **Utilize community-based social marketing strategies/theories** — As outlined in detail in the Statement of Work Section, Ogilvy PR will implement a community-based social marketing approach. It will be important that the theories and strategies outlined within this approach are adhered to in order to fully understand which tactics work best.
- **Use a variety of communication channels to offer a 360-degree approach** — As outlined in the RFP, it will be important to make sure that our targets are reached through multiple, credible touch points. This approach works on the premise that all efforts must work together in an integrated fashion to ultimately motivate behavior and effect real change.
- **Ensure that campaign is culturally relevant** — It will be imperative that the waste tire campaign resonates with each of our identified target audiences. What may motivate one population may not motivate another. For example, through our primary research we may uncover that the safety message is more relevant among the Latino audience and through that primary message; we educate them about waste tires in general. On the other hand, we may uncover that cost and money savings is the “trigger message” for the Chinese target.
- **Leverage existing activities to extend reach and impact** — It will be important, when possible, to leverage and become a part of existing outreach efforts. The annual Rubber Manufacturers Association (RMA) National Tire Safety Week event is a perfect example. This year’s event was

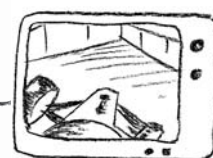
held in Sacramento on the 24th of April and while the timing did not work out for '06, keeping track of such events in '07 and '08 will be important.

- **Target markets properly** — As outlined above, one of our overarching strategies will be to make sure we target markets/individuals that meet the key criteria for this campaign. Key criteria that we believe is important to consider include:
 - Non-English and/or limited English speaking populations
 - Markets where there is a high percentage of non-English speaking persons
 - Markets where non-English speaking populations have high volume tire purchases
 - Markets where retailers advertise/sell regularly to non-English speaking consumers

Tasks

A. Work plan development and tire retailer outreach

1. **Work Plan** — While this work plan outlines in detail several strategies and activities for achieving the goals of the campaign, Ogilvy PR will want to collaborate with the CIWMB to further refine the plan. As outlined in the timeline, the first weeks of the contract will be dedicated to conducting a kick-off strategy meeting, revising the plan and updating the timeline as needed. Based on research that is conducted, additional changes to the plan and timeline may be made as well.
2. **Tire Retailer Outreach** — Ogilvy PR will work to determine which tire retailers advertise/sell primarily to non-English speaking populations. We have already begun to pull some preliminary information to help us determine who those specific retailers may be and if awarded the contract, that research will continue. We will also tap into the Rubber Manufacturers Association (RMA) and the California Tire Dealers Association (CTDA) to help us fine-tune our recommendations. Key activities to include:
 - Identification of tire retailers that meet criteria
 - Development of campaign “overview” materials (to help educate the retailer on the program and attain “buy-in”)



- Introductory phone calls/meetings with select retailers
- Confirmation of retail partners/finalize partnership plan details (minimum involvement includes distributing CIWMB-created educational materials to customers)
- Quarterly tracking of activities/distribution of materials

The ideal partnership will go beyond simply having our materials distributed at the point-of-sale. When we meet with partners, the Ogilvy PR team will sell in other concepts for exploration such as coordinating with National Tire Safety Week in 2007 and 2008 and conducting special workshops or tire amnesty days in collaboration with one of our retail partners.

Deliverables:

- Updated work plan and timeline
- Tire retail partnerships including list, detail of partnership, quarterly tracking reports

B. Public awareness campaign

- 1. TV PSAs** — The Ogilvy PR team will develop English and in-language (Spanish and Chinese) TV PSAs. The PSAs, as outlined in the RFP, will utilize celebrities that resonate with our target audiences (if this concept tests well).

For the creation of the TV, radio and print PSAs, our team will go through an established and proven creative process. Having developed thousands of creative materials for state agencies, non-profits, foundations and the public sector, we are intimately familiar with what it takes to develop materials that resonate with multiple audiences and, ultimately, help drive them to action. Additionally, our team has developed several PSA campaigns utilizing celebrity talent (please see our work samples for celebrity PSA campaigns). Our creative process is outlined here:

- **Developing the Creative Brief** — The first step that we take in developing creative materials is to develop the creative brief. The creative brief answers important questions such as: Who are we talking to? What exactly would we like them to do, feel or remember? What is the single most motivating message? Why should they believe us? During this time, our team would also be conducting a thorough audit of all existing collateral materials.

- **Developing Key Messages** — As referenced above, during the creative brief process and again during the development of the creative platform, our team delves into what types of messaging will have the most impact with our selected audiences. As outlined in the blueprint, we have taken the key messages that the CIWMB has identified as a starting point. Further research will help fine-tune these important messages.

- **Creative Development** — Following the approval of the creative brief, creative platform and key messages, our firm then begins the development/creation of select creative materials for focus group testing. Two to three mock-ups are created in storyboard format and include a set-up description and copy of script.

- **Focus Group Testing** — We believe that testing key messages and creative elements is a crucial step in the development of any campaign. For the purposes of this campaign, we plan to partner with AMPG Research. Please see detail about focus groups under Section C.1. following.

- **Creative Refinement and Production** — After the focus group testing is complete, our Creative Studio will fine-tune all creative elements and prepare all materials for production.

- **PSA Distribution** — Working in tandem with our partners Valencia, Pérez & Echeveste and Nakatomi & Associates, our team will distribute all PSAs to identified media outlets in the select markets. Since many ethnic media outlets work best when partnerships are formed, our team will set up meetings to discuss a mutually beneficial, long-term partnership. Partnerships usually include PSA placement as well as editorial content and some form of community outreach/



presence. In short, we will look for unique opportunities to leverage the PSA placements with our targeted media outlets.

Please see the Forms section for letters from potential media partners.

Please see recommended media outlet listings under Earned Media below.

Deliverables:

- Creative brief
- Key messages document
- Scripts and storyboard concepts
- TV Spots (English, Spanish, Chinese) — multiple versions
- PSA dissemination and tracking reports

2. Radio PSAs — Our process for developing radio PSAs is the same as outlined above for TV PSAs. The creation of TV, radio and print PSAs will all be done simultaneously. Actual creative concepts and the messages delivered will be based on focus group testing.

Deliverables:

- Creative brief
- Key messages document
- Scripts
- Radio Spots (English, Spanish, Chinese) — multiple versions
- PSA dissemination and tracking reports

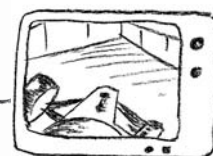
3. Earned Media — Working with the news media is one of the best ways to communicate with the public, because it 1) is highly credible and more likely to influence behavior; and 2) it is a cost-effective means of reaching large numbers of people. Additionally, working with targeted media, which serve specific populations, is a means of focusing the campaign to achieve specific objectives. In a 2005 poll conducted by Bendixen & Associates called “Ethnic Media In America: The Giant Hidden in Plain Sight,” the following key facts about media consumption habits of Latinos and Asian Americans were uncovered:

- Approximately 80 percent of all Chinese, Korean and Vietnamese adults read an in-language newspaper on a regular basis.

- Chinese and Korean television stations are rapidly increasing in popularity — a quarter of those interviewed reported watching Chinese language television more often than English-language.
- Of Asian Americans who consume ethnic media, Chinese-speaking Asian Americans are at 38 percent with Vietnamese and Koreans at 46 percent each.
- Eighty-seven percent of Hispanic adults access Spanish in-language television, radio and newspapers on a regular basis.

Because of this, outreach to ethnic media will be an important focus of the campaign. We will also target some mainstream media in our select markets because recent immigrant households often have multiple generations living under one roof and the younger generations are typically bilingual. Key activities to include:

- Development of appropriate media materials, including the following in-language:
 - Standard press kit (to be tailored as needed)
 - News release
 - Fact sheet
 - Campaign backgrounder
 - Success stories
 - Contact sheet
 - Columns/guest opinion articles
- Conduct an ongoing media program to generate stories, including:
 - Identification of appropriate reporters/editors, introductory meetings
 - Development of an editorial calendar for targeted outlets, outlining regular media story ideas, angles and submission dates to ensure:
 - Placement of feature articles
 - Radio and media talk show interviews
 - News articles/stories
 - Track coverage, evaluate on quantity (audiences reached), quality (content of stories), and effectiveness (public response to coverage).



- Integrate media relations efforts into larger “partnership” discussion with ethnic media outlets as warranted and as referenced under the TV PSAs tactic above.

Since the campaign strategy, as outlined earlier, is to conduct pilot programs in two key markets, we have taken the liberty of identifying key ethnic media outlets in those regions. Outreach efforts will also be conducted in English for bilingual individuals; however, we thought it would be important to focus on non-English speaking media outlets for the purpose of the proposal.

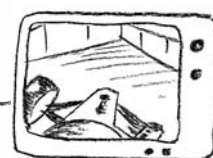
All earned media activity besides the launch event will take place in Year II due to budget parameters.

A sample listing of desirable non-English speaking media outlets follows.



Chinese-language / San Francisco Bay Area Market

Print	Description
Sing Tao Daily	Sing Tao Daily presents readers with comprehensive local, national and international news of particular interest to the Bay Area Chinese community and important news from China, Hong Kong and Taiwan.
Chinese World Journal	The World Journal is one for the most widely-read Chinese-language dailies in the U.S.
Asian Week	Asian Week, the only English language, national newsweekly for Asian Pacific Americans, has become the link for American born Asians to better understand their community. It has become a bridge for Asian immigrants to mainstream American culture. Likewise, it is the primary vehicle for mainstream America to learn of the concerns and aspirations of one of the country's fastest growing communities.
Ming Pao	Ming Pao Daily News is widely known as Hong Kong's New York Times. More than four decades old, the Ming Pao was created by kung fu author Louis Cha, whose epics are well known by the Chinese.
International Daily News	The International Daily News is a Chinese language newspaper that covers international news of interest to the Chinese-American community in the San Francisco, California area. The Sports section covers professional sports, with an emphasis on local colleges and high schools. The News section focuses its coverage on the international and local news that affects the town and the Chinese-American people of San Francisco. The Entertainment News section covers entertainment, arts and culture. The Finance section concentrates on the news that impacts local industries and businesses. The Lifestyles section offers features on human-interest stories.
The Epoch Times	The Epoch Times is a privately held news media company. A special strength of the Epoch Times is the coverage of China. The Times is able to provide well-sourced stories that no one else has through the original reporting done by the Chinese-language edition of The Epoch Times.
TV	Description
KTSF – TV	Chinese, Filipino and Vietnamese station. KTSF is an independent, full-power station reaching over 1.4 million Asian Americans throughout 10 Bay Area counties. The station has been serving the Bay Area Asian community since 1976.
Radio	Description
KVTO – AM	KVTO is an Asian-themed radio station based in Berkeley that broadcasts on 1400 AM. Its identification includes the phrase "Voice of the Orient."
KEST – AM	Cantonese — News/talk/entertainment
KSQQ – FM	Mandarin — News /talk/entertainment



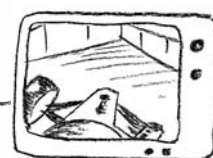
Spanish-language/Fresno Market

Print	Description
Vida en el Valle	Weekly bilingual Spanish paper published in Fresno, part of the Fresno Bee. Circulation: 167,000
El Mexicalo	El Mexicalo is a bilingual Spanish weekly newspaper serving the residents of the Bakersfield, California area. Circulation: 16,100
Mas	Written for English-speaking Latinos in Kern County, California and highlights Hispanic culture, lifestyle and issues. Circulation: 27,000
El Popular	El Popular is a local weekly newspaper serving western Kern County in California. Geared toward Latinos, El Popular covers local community news, upcoming events, local sports, health, food and entertainment. Circulation: 24,000
El Sol	Published every Thursday by the Modesto Bee. Circulation: 13,000
Noticiero Semanal	Weekly bilingual Spanish paper serving the Porterville/Visalia area. Circulation: 13,000
The News en Español	The News en Espanol is a Spanish-language weekly serving the Porterville/Visalia area in the Central Valley area of California. Circulation: 18,000
TV	Description
KTFF	This Telefutura affiliate and Spanish-language station broadcasts to Fresno, California and surrounding areas. KTFF airs network provided dramas, comedies, sports, movies, novellas and talk-shows. The station is owned by Univision.
KFTV (Univision)	The leading Spanish-language broadcast television network, reaching 98 percent of all U.S. Hispanic television households.
KMSG	Locally owned Spanish station in Central California working hand-in-hand with TV Azteca in Mexico to bring U.S. Hispanics the best entertainment, news & sports programming in-language.
KNSO (Telemundo)	One of the leading networks providing the best in entertainment from the U.S. and Latino America. Includes a wide variety of programming for the entire Hispanic audience.
KNXT	KNXT is a television station owned and operated by the Roman Catholic Diocese of Fresno, broadcasting on channel 49. Programming on KNXT is mainly religious, with many shows coming from the EWTN Catholic television network.
KPMC	KPMC Channel 42, is a low power station that rebroadcasts KMSG 55, from Fresno, for Bakersfield. It is affiliated with Azteca América, an American Spanish language broadcasting network.



Spanish-language/Fresno Market (cont.)

Radio	Description
KBHH – FM	Fresno radio station part of the Radio Campesina Network.
KFSO – FM	KFSO-FM 92.9 is a commercial Spanish Oldies music radio station in the Fresno, California area. Its coverage area includes Selma, Reedley, Visalia, Sanger, Porterville, Hanford, Tulare, Corcoran, Delano, Madera, Mendota, Avenal, Oakhurst, Woodlake, Orange Cove, Farmersville, Exeter and Lindsay. The majority of the station's programming is locally produced and music-related. The station is owned by Clear Channel Radio. KFSO-FM uses the slogan "La Preciosa Recuerdos."
KGST – AM	KGST, 1600 AM is a Spanish Radio station out of Fresno.
KLBN – FM	KLBN-FM 105.1 is a commercial Regional Spanish radio station in the Fresno/Sanger/Oakhurst/Madera, California area. The majority of KLBN's programs are music-related and locally produced. The station is owned by Illinois Lotus Corp. KLBN-FM uses the tagline "La Buena."
KLLE – FM	"La Kalle" 107.9 FM out of Fresno plays Spanish Language/Reg/HipHop and is owned by Univision Radio.
KMAK – FM	KMAK-FM 100.3 is a commercial Hispanic interest radio station located in Orange Cove, California. The station is owned by Richard B. Smith.
KMPO – FM	KMPO-FM is a Spanish radio station that airs news, talk and Latin music, which includes folklore, regional Mexican, oldies and jazz. The station is owned by Radio Bilingue, Inc. KMPO-FM's tagline is "Radio Bilingue". Modesto, California.
KOND – FM	Univision Radio announced the addition of its newest radio station, KOND "Qué Onda 92.1 FM," which will serve Fresno and the Central Valley with a soft Regional Mexican format.
KOQO – FM	KOQO-FM 101.9 is a commercial Contemporary Spanish (Norteña, Tejano and Banda) music station in the Fresno, California area. The station's programs are locally produced and music-related. The station is owned by CBS Radio. KOQO-FM uses the taglines "Super Q Ahora Mas Super" and "La Super Q."
KSJV – FM	KSJV-FM 91.5 is a public Spanish radio station out of Fresno, California. The majority of KSJV's programs are produced locally and music-related. The station is owned by Radio Bilingue, Inc.
KWRU – AM	KWRU-AM is a commercial Spanish hits station, located in Fresno, California. KWRU is owned by Multicultural Radio Broadcasting.
KTQX – FM	KTQX, 90.1 is part of the Radio Bilingue network serving Bakersfield, California.



Deliverables for Earned Media will include:

- Press Kit and Media Material Development
- Opinion Editorials
- Meetings with key reporters and editors
- Editorial Calendar Development
- A media analysis report will evaluate the level, quality and impact of our earned media efforts. Analysis to include content as well as overall reach (impressions).

4. Print Production — Our process for developing print PSAs is the same as outlined above for TV and radio PSAs. The creation of TV, radio and print PSAs will all be done simultaneously. Actual creative concepts and the messages delivered will be based on focus group testing.

Deliverables:

- Creative brief
- Key messages document
- Print PSA mock-ups
- Print PSAs (English, Spanish, Chinese) — multiple versions
- PSA dissemination and tracking reports

5. Publicity — The Ogilvy PR team will launch a campaign roll-out event in each of the identified markets to announce the launch of the campaign and jumpstart the earned media relations component of the campaign.

Based on timing, our team strongly recommends that the newly created PSAs are shown as part of the kick-off event, adding a nice visual element. Other visuals to help convey CIWMB's key messages surrounding the tire waste program could include: blown-up pictures depicting tire-filled landfills, photos of a vehicle involved in a severe crash resulting from a tire blow out or an actual dump truck filled with scrap tires collected along a key California freeway.

Potential speakers/participants include: Board members, tire retail partners, RMA and other industry partners, celebrity spokespersons, and traffic safety experts.

The kick-off event should be done in English, Spanish and Chinese. In other words, press materials developed for the kick-off event will be created in-language for the

press, CIWMB spokespersons who can speak to the ethnic media should be in attendance and, as warranted, some portion of the remarks made during the event should be done in-language. We also recommend that key findings uncovered during the research be used as media angle hooks. Key activities to include:

- Press event logistical coordination including site selection, visuals, audio needs
- Talking points for speakers, including briefing packet
- Development of all press materials in collaboration with the CIWMB
- Attendance and day-of coordination
- Tracking of media coverage
- Final summary report on event/coverage

Deliverables:

- Kick-off event summary report including complete listing of coverage, clips, sample press kit materials and photos.

6. Partners Program — The Ogilvy PR team will reach out to key community leaders in our target markets that have positive influence with our select audiences. The community leaders will include ethnic media outlet executives and owners, community-based organization leaders, tire retail outlet partners, church and other civic-organizational leaders as well as local Hispanic and Chinese Chambers of Commerce. At the beginning of the campaign, our team will convene a meeting with identified individuals in order to 1) brief them on the goal of the campaign; 2) enlist their ideas, support and buy-in; and 3) encourage them to "own" the campaign and promote it within their communities.

By asking our partners to "own" the campaign, we will work with them to uncover ways in which they can add value such as co-branding informational materials, distributing materials, drafting letters to the editor, participating in key events, etc.

We recommend that we convene with our partners two to four times during the campaign as a group. We will also provide them with regular updates and materials on an individual basis via email or mailings. It is also



recommended that our first partner meeting be held prior to the launch in order to garner important support and have our key partners in attendance at the kick-off events.

Key action items to include:

- Development of a partner list in each key market
- Development of a briefing packet for partner kick-off meeting. Packet to include: campaign overview, key messages, contact sheet, fact sheet, partner outreach opportunities
- Pre-meetings with the CIWMB team regarding partner meeting
- Two to four partner briefings
- Quarterly email updates to partners as warranted

Deliverables:

- Recommend key partner target list
- Briefing packet for partner meetings outlining campaign elements, strategies
- Two to four partner briefings
- Regular email updates to partners as warranted
- Summary report of partners participation in final report

7. Develop Marketing Materials — Based on research that will be conducted at the outset of the campaign, Ogilvy PR will develop the appropriate informational marketing materials to support the campaign. Materials will be developed in English, Spanish and Chinese and will be provided to retail partners for point-of-purchase display, community partners for distribution within the community, and included in press kits.

When developing the materials, the Ogilvy PR team will go through the creative process as outlined previously with a specific eye to making sure that messaging and motivators are correct for our target audiences. We want to ensure that not only is the information in-language, but “in-culture” based on recommendations from our team of experts, findings from the research and input from our identified partners. Key activities to include:

- Identification of appropriate materials per research
- Message and copy development
- Creative development
- Production and distribution

Deliverables:

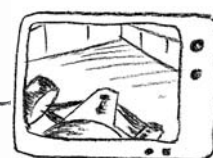
- Actual deliverables to be based on focus group testing

C. Evaluation of Results

We understand the importance of measuring the results of our activities. We propose to evaluate success using process measures (outputs), and outcome measures (outcomes) as appropriate to get an accurate picture of how the campaign is progressing. Evaluation mechanisms that will be used for this campaign include:

1. Identification — A series of three focus groups will be conducted in English (1), Spanish (1) and Chinese (1). The focus groups will be exploratory in nature (to garner key motivators and insights) as well as conceptual (to test draft creative concepts for further input and refinement). In addition, focus group participants will be screened to ensure that they represent individuals 18 years of age, have an automobile, primarily speak either Spanish or Chinese and come from varying economic backgrounds, with a special emphasis on low-income participants. The focus groups will be conducted in the markets identified earlier. Key activities include:

- Strategy session to determine focus group questions, key outcomes that need to be attained
- Develop discussion guide for focus groups
- Identify and secure sample groups
- Conduct focus groups
- Compile findings and submit summary report



2. Measurement — Implementation of a baseline (benchmark) survey will take place prior to the official launch of the campaign with a tracking survey being conducted at the conclusion of the effort. The primary purpose of the survey will be to track levels of awareness before and after campaign implementation. The survey will be conducted in the two pilot markets where outreach will occur. Respondents will be screened to ensure they fall within the “target audience parameters” as outlined above. The survey will be conducted in English, Spanish and Chinese with 600 surveys occurring in the pre-test and 600 occurring in the post-test. This provides a margin of error at the 95 percent confidence level with a margin of error of four percent for the whole sampling size and a margin of error at seven percent for each group. The breakout includes: 200 surveys conducted in Spanish, 200 in Chinese and 200 in English. Key activities:

- Strategy session to determine key measures and questions
- Development of survey (includes review and changes by client)
- Implementation of survey
- Analysis and report of survey findings

In addition to the pre and post survey, Ogilvy PR will work with identified retailers to determine if local purchases of longer-lived tires occurred, if inquiries on longer-lived tires occurred and how many materials were distributed at the point-of-purchase. A formalized tracking document will be created by Ogilvy PR and updated on a quarterly basis.

3. Reporting — Our team is dedicated to providing high quality client service and award winning work. To ensure this, regular program management will include:

- Monthly Reports and Meetings — Ogilvy PR recommends meeting with the CIWMB monthly to review activities, facilitate communications and ensure the work plan is on track and generating results.

- Activity Summaries — An activity summary will be submitted at the beginning of each month for activities conducted the month prior. The activity summary will accompany an invoice and will outline key successes.
- Work Plan Tracking and Management — The following activities will take place on an ongoing basis:
 - Conduct internal/external work plan and strategy meetings
 - Budget tracking
 - Management and direction to all subcontractors
 - Tracking of work plan activities
 - Ongoing strategic counsel
 - Submit quarterly and annual year-end reports

Deliverables:

- Baseline survey and report
- Tracking survey and report
- Focus group(s) and summary reports
- Quarterly tracking report on retail partners
- Monthly summary reports and invoices
- Quarterly tracking reports on key outputs and outcomes
- Year-end reports summarizing evaluation efforts and highlighting key benchmarks
- Please see other deliverables under each tactic above

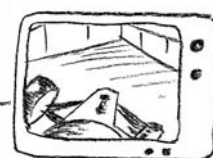
D. Non-funded Expert Recommendations

In order to further educate the target audience about the tire waste program, outlined below are additional activities for consideration should more funding become available.

- **Participation in key events/fairs/festivals** — An effective way to distribute informational materials is through select fairs, special events and festivals that are attended in mass by the target audience. Having a presence at such events, via a booth for example, can provide yet another means of communicating with our audience. Often educational games can be played in order to inform the consumer in a fun and interactive manner. For the purposes of this campaign, targeting auto shows and legal drag racing events would be a natural tie-in.



- **Employer and Union outreach** — Employers are viewed as credible sources of information. Therefore, Ogilvy PR recommends identifying the largest employers within the county that employ the target audience to develop an internal communications program. The Ogilvy PR team has successfully implemented this tactic for other educational efforts. Informational materials would be created for HR managers and Labor Union leaders to post in employee break rooms, distribute in paychecks, and post in the company newsletter.
- **Paid advertising** — As previously mentioned, while advertising itself does not change behavior, it is a wonderful vehicle to help increase general awareness about an issue or product. Used in the beginning stages of a social marketing campaign, it can help ensure that the target audience has at least been exposed to the message multiple times. Utilizing this in combination with more direct communication vehicles can then lead individuals from “awareness” to contemplation to action. Paid advertising, based on the CIWMB study, would appear to work best for Spanish-speakers, especially TV, radio and out-of-home ads. Similar tactics did not rank as high for Chinese-speakers. Ogilvy PR would recommend a campaign that saturates a market and includes not only TV, radio and print, but out-of-home (billboards, bus kings, gas-pump toppers) and trash can wraps. The gas-pump toppers and trash can wraps would be placed at key gas stations where individuals are already “thinking” about their car and where they are likely to take one of the actions — checking tire pressure.
- **DMV** — Findings from the CIWMB’s 2003 research indicated that receiving information from the DMV would influence proper tire maintenance, purchasing and disposal. This tactic ranked extremely high among both Spanish and Chinese-speakers. The Ogilvy PR team would work in collaboration with local DMV offices to post and distribute information through the offices that have the most contact with our identified target audiences.
- **Auto Clubs/Insurance Companies** — Again, based on findings from the CIWMB’s 2003 study, the target audience stated that they would be receptive to information provided to them by their local Auto Club or Insurance agency. The Ogilvy PR team would determine which clubs and agencies have our target audience as their clients and, in turn, develop an ongoing partnership and program. In addition, since California Department of Insurance is a client of ours, we could approach them about a potential partnership as well.



Waste Tire Campaign Timeline

Year I (June 2006 – May 2007)

[illegible]

CIWMB Waste Tire Campaign Timeline

Year II (June 2007 – May 2008)

[illegible]

V. Work Samples & Case Studies

The following list summarizes the actual work samples found under separate cover in the single work sample box. All TV and radio spots have been included in each of the proposals.

Work Sample Summary

County of Los Angeles Department of Public Works “Can It!”

- Print ads
- TV ads
- Radio ads
- Newsletters
- Banners

Caltrans “Don’t Trash California”

- TV ads
- Radio ads
- Print ads
- Litter bags
- Trash can wraps
- Out-of-home
- Tip cards
- Web site
- Poster
- Banner ads
- Trade show display
- Promotional items
- Kid-focused materials

California Center for Teaching Careers (CalTeach) “Make the Difference of a Lifetime. Teach.”

- TV ads
- Radio ad
- Print ads
- Posters
- Brochures
- Large brochure

Universal Lifeline Telephone Service (ULTS) “Connect California”

- TV ads
- Posters
- Brochures
- Out-of-home

Additional work samples for the following clients have also been submitted without detailed case studies in the work sample box:

Sacramento Regional County Sanitation District

California Integrated Waste Management Board

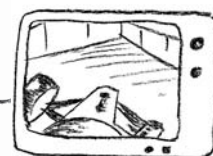
Sacramento Area Water Works Association

City of Sacramento

Asthma Action America

Schlumberger

On the following pages, please find case studies that showcase Ogilvy PR’s vast experience in the following categories: partnership development, multicultural outreach, celebrity PSA development, media relations and environmental social marketing campaigns.



Case Studies

California Center for Teaching Careers “Make the Difference of a Lifetime. Teach.”

Campaign Overview and Goal

California faces a shortage of qualified teachers largely driven by an ever-expanding student enrollment, mandated class size reduction and the growing attrition of today’s teacher workforce as a large proportion reach retirement age.

To help increase awareness about the important role teachers play in our communities and in an effort to recruit teachers, Ogilvy PR was selected to develop a comprehensive, \$17 million public relations and advertising campaign for the California Center for Teaching Careers (CalTeach). The goals of the campaign were:

- To position CalTeach as the “top of mind” organization the public thinks of when they want information about becoming a teacher
- To stimulate interest in the teaching profession
- To enhance public opinion as to the value and stature of the teaching profession
- To reduce perceived barriers to entering the teaching profession
- To recruit more teachers into the teaching profession

Campaign objectives included:

- Generate widespread ethnic and mainstream media coverage of the teaching issue and CalTeach as a resource
- Highlight the importance of ethnic diversity and enlist key community leaders to take up the teacher recruitment issue within their communities
- Enlist the support of the private sector to provide additional resources

- Increase calls to the 1-800 number
- Increase the number of hits to the Web Site
- Push inquiries to six local regional Teacher Recruitment Centers

Target Audiences

Primary audiences:

- High school students
- College students/graduates
- Career changers (people currently in other fields)
- Senior mentors (retired teachers)
- Individuals with emergency permits (targeted for intern/pre-intern programs)
- Individuals interested in math, science and special education
- Ethnic audiences

Secondary audiences included individuals in a position to influence the decision of a potential, future teacher — high school teachers and administrators, counselors, ethnic leaders, community opinion leaders, etc. — as well as policy makers and elected officials.

Strategic Approach and Methodology

The strategic approach and framework of the campaign focused on community and on partnerships at all levels. Ogilvy PR wanted to provide a bottom-up versus a top-down approach. Tailoring messaging and materials into more than 20 languages and working with local Teacher Recruitment Centers (TRCs), Ogilvy PR was able to customize the campaign to specific audiences. Additionally, based on extensive focus group research that was conducted, it became apparent that most individuals enter the profession because of the “emotional” rewards associated with teaching. Therefore, the importance of “making a difference” in the lives of children became a working theme that helped brand the campaign.



Tactics

Research — Prior to the launch of the campaign, Ogilvy PR conducted extensive research on the topic to ensure that the strategy and creative elements would be on target. Our team conducted an audit of existing informational and creative materials, spoke to key stakeholders in small group settings, conducted four focus groups (English and Spanish) as well as a pre-campaign, statewide telephone survey. Based on the research findings, Ogilvy PR refined creative elements and strategies. A post-campaign tracking poll was conducted twice during the campaign to ensure that awareness levels were increasing.

Advertising — Our team developed ads for targeted audiences and negotiated and purchased advertising space in print, TV, radio, theatre and Internet media outlets. The creative concept which drove most of the advertising was based on feedback from focus groups that made it clear that teachers teach because they feel they're making a difference in the lives of children — hence the campaign name “Make the Difference of a Lifetime. Teach.” Feedback from the campaign's benchmark telephone poll also revealed that the general public was very unaware of the financial incentives and benefits available to teachers, so care was taken to ensure that the financial rewards of teaching were included.

Ethnic Advertising and Partnerships — Ad concepts were transadapted for Latino, African American and Asian American Pacific Islander (AAPI) outlets. Advertising buys and partnerships were negotiated with 218 outlets statewide. Ethnic media partners also helped initiate the Teachers' Testimonials Campaign in which 50 ethnic teachers were profiled on TV, radio and in newspapers. The testimonials were developed into a video and booklet for distribution to ethnic community groups to be used as an additional means of raising awareness of the need for teachers from diverse backgrounds.

Forums — During Year II of the campaign, Ogilvy PR held nine Pathways to Teaching Forums (special events) to recruit teachers. Print advertisements were placed in 123 different college publications throughout California with a total of 733 insertions. Additional print advertisements were secured with weekly newspapers and job listing publications for the remainder of the year. Radio advertisement efforts were concentrated in San Francisco, Los Angeles and San Diego and ran through March and September, securing over 10,000

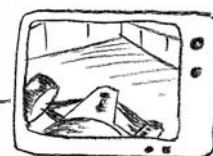
spots. Internet ads on Monster.com and HotJobs.com ran from March through October, totaling four million impressions. TV spots were also distributed as public service announcements (PSAs) to 62 outlets statewide.

Media Relations — To supplement advertising efforts, the team developed an editorial calendar for monthly releases, conducted a variety of special events through media efforts including Day of the Teacher, Asian American Pacific Islander and Hispanic Heritage Months and conducted a radio tour focused on five main media markets - San Francisco, Sacramento, Fresno/Bakersfield, Los Angeles and San Diego.

Special Events — The public education team also developed a calendar of special events and activities that focused on recruitment and strategic community outreach during key ethnic observances including Dia Del Maestro/Day of the Teacher (Hispanic audience), Asian American Pacific Islander Heritage Month and Hispanic Heritage Month. Ogilvy PR also ensured that CalTeach was the title sponsor of the 2002 State Fair.

Collateral Development & Production — Branded print and promotional items were developed for use at special events, recruitment fairs and information sessions. These items included: a redesign of the CalTeach mini-brochures (“Where's the Money?”, “Steps to Teaching” and “Who is CalTeach?”); a redesign of the incentives matrix; development of the Pathways to Teaching Pamphlets (English, Spanish, Chinese, Korean and Vietnamese); redesign of the CalTeach posters; design of the TEACH video discussion guide; design of math and science recruitment brochures; and development of all advertising and collateral pieces for Pathways to Teaching Forums. Special event material was also developed in conjunction with Hispanic Heritage Month and Day of the Teacher. Sponsorship of printing was provided, in part, by Teach for Tomorrow partner Washington Mutual.

Corporate & Business Support — Ogilvy PR developed the concept for the Teach for Tomorrow Partnership (TFT) — a statewide, broad-based coalition committed to supporting teacher recruitment and the profession of teaching. By the end of the three-year campaign, the TFT Partnership included 300 organizations including high-tech companies, community based organizations, labor unions, celebrities, policymakers, California corporations and the Governor's Education Transition Team. TFT partners signed up to support specific activities ranging



from distributing CalTeach materials to providing a link to CalTeach's Web site. CalTeach's lead sponsor was Washington Mutual, who provided \$350,000 in underwriting.

Measurement and Evaluation

During the three-year campaign, Ogilvy PR helped CalTeach generate 88,791 calls to the CalTeach help line and 11,933,507 hits to the Web site, representing a 178 percent and 236 percent increase during the same period previously. In addition, more than \$4.3 million in added value was secured as a result of negotiations and partnerships with mainstream and ethnic media outlets and 248 million advertising impressions were garnered. Findings from an independent survey concluded the following results:

- Increased awareness of teaching career incentives and benefits
- Increased awareness of advertising encouraging individuals to support teachers or become teachers
- Sixty percent recall rate of campaign's tag line, "Make the Difference of a Lifetime. Teach."
- A near ten percent increase in the number of individuals studying to become teachers

But most importantly, a total of 17,631 new teachers (goal was 10,000) were hired and placed into California classrooms.

Methods of evaluation that were employed included:

- Statewide telephone survey, comparison of baseline with multiple tracking polls
- Monitoring the number of calls to the campaign's help line
- Monitoring the number of calls to the campaign's Web site
- Media relations tracking and analysis, including the type of coverage (content) and quantity

- Advertising tracking and analysis, including amount of added value garnered
- Number of "new" teachers placed into the classroom versus original goal



California Center for Teaching Careers — Creative Examples

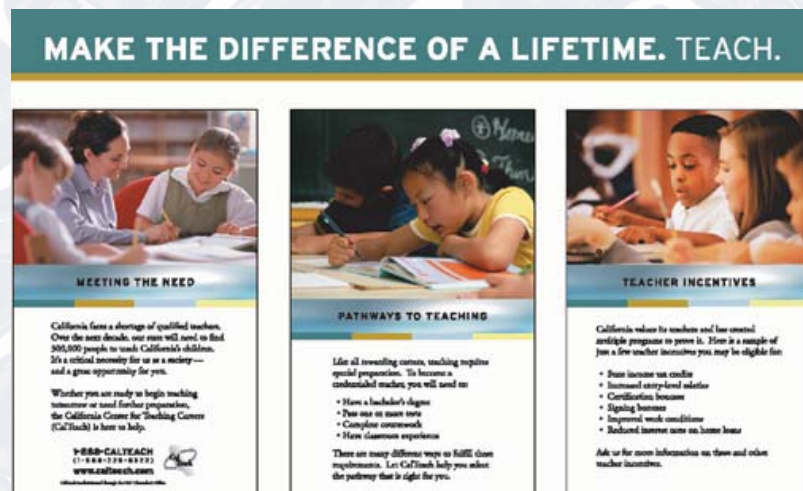
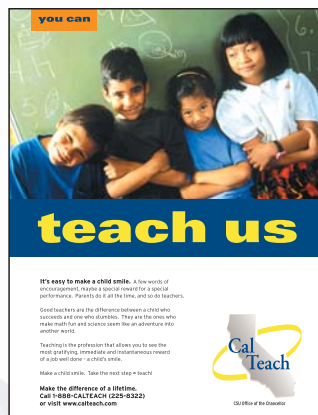


REMEMBER YOUR FAVORITE TEACHER?

REMEMBER WHAT THAT TEACHER DID FOR YOU?

MAKE THE DIFFERENCE OF A LIFETIME.

Teach today! www.calteach.com



Electronic Waste and Tire Sustainability Programs



The California Department of Transportation “Don’t Trash California”

Campaign Overview and Goal

On behalf of the California Department of Transportation (Caltrans) Ogilvy PR conducted a three-year pilot project in Fresno, called “Don’t Trash Fresno.” The marketing objective was to test the effectiveness of public education in reducing the amount of water pollution caused by litter on freeways and highways. Ogilvy PR developed the comprehensive public education campaign (in English and Spanish) based on primary research, scientific storm water monitoring, sampling and analysis with the goals of encouraging behavioral change, educating the public about the effects of storm water pollution and fostering public participation in pollution control.

Due to the success of this program, Ogilvy PR is now in the process of implementing a 22-month, statewide effort called “Don’t Trash California.”

Campaign objectives include:

- Increase awareness of the problem of litter in the highway storm drain system
- Decrease the amount of litter in the state highway storm drain system

Target Audiences

Males and females, 18–34 years of age, English and Spanish-speaking.

Strategic Approach and Methodology

Extensive primary and secondary research was conducted to provide a foundation for an effective public education program. English- and Spanish-language public opinion polls were conducted to provide a baseline level of awareness and focus groups (English, Spanish, Chinese, Korean and Vietnamese) were used to test receptiveness to campaign messages and creative components prior to implementation.

The strategic approach utilized for this campaign, follows the social marketing paradigm of moving target audiences from awareness to behavior modification. That model was outlined in Section II.

Tactics

Advertising — Ogilvy PR developed a comprehensive advertising campaign targeting individuals through a variety of communication mediums. The creative strategy was developed with the idea that the younger 18–34 year old target audience needed a compelling and memorable approach in order to be effective. Concept testing with our target audience proved this idea to be correct. The comical “Smith & Jones” characters were developed for this audience in an effort to reach out with a strong message in a subtle way. Several advertising components focused on the use of humor to appeal to the younger target audience who don’t like to be preached to. The use of “rebel” type Smith & Jones scientist characters in the creative allowed the tables to be turned on litter offenders in a somewhat rebellious, yet humorous way. The litter offender is portrayed as un-cool and a bit of a slacker — not someone anyone would want to emulate. The anti-litter message is strong without being overly disparaging. Advertising components included TV PSAs, radio PSAs, billboards, pump toppers, theatre slides and bus advertising. All paid media components were executed in English and Spanish.

Private Sector Partnerships — Ogilvy PR is still in the process of creating strategic partnerships to encourage collaboration between a broad range of organizations including private corporations to maximize budget dollars and extend program reach. Organizations include government, non-profit and private sector partners. A sampling of Year I partners includes: Caltrans’ Cone Zone program, County of Los Angeles Department of Public Works, California Bag & Film Alliance, Norcal Waste System, Jiffy Lube and Enterprise Rent-A-Car, to name a few.

Collateral — Promotional items have been developed to help promote the message. Items include litterbags, tip cards, brochures, pencils, buttons and cigarette butt holders. All collateral items include pollution prevention tips to educate audiences on the behaviors that would help solve the problem, and many items are produced to highlight private sector sponsorships with logo placement.



Ogilvy Public Relations Worldwide



Sports Marketing — Ogilvy PR has developed partnerships with seven professional sports teams across the state. The partnerships include: public address announcements, in-stadium signage, concourse presence and promotional give-a-ways.

Public Events — Participating in public events across the state allows for the team to have a more direct one-on-one communication with the public. While other program activity areas, such as advertising, are meant to increase awareness, a more detailed conversation can take place at public events and this is where many consumers begin to actually make the connection and understand their role in the solving storm water pollution.

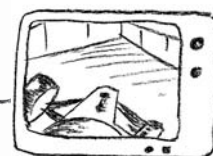
Media Relations — To kick off the campaign, a press event was held in April 2005 as a tie-in with Earth Day observances. The successful press conference generated more than three million impressions and served as a launching pad for a consistent stream of media coverage in publications including: *The Sacramento Bee*, *San Jose Mercury News*, *Westways Magazine* and more, including various radio programs.

- Reaching more than 1.5 million Californians and received a two-to-one return on investment with sports marketing activities with seven professional teams across the state.
- Distribution of more than 622,000 new promotional items, of which 124,625 were produced in Spanish, Chinese, Korean and Vietnamese, including tip cards, litterbags, cigarette butt holders, bumper stickers and more.

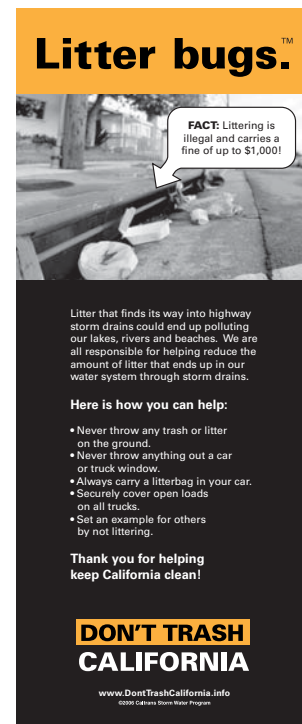
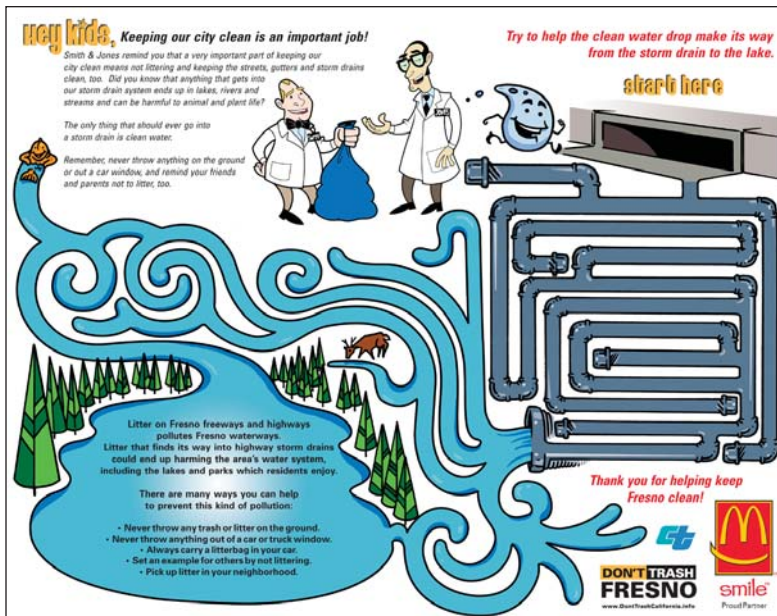
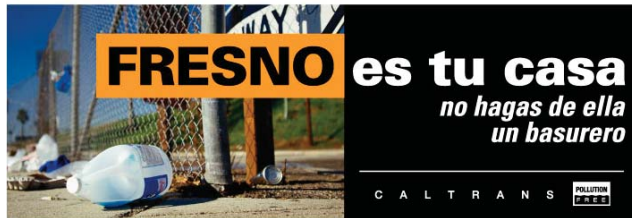
Measurement and Evaluation

Results for Year I of the statewide program include:

- Execution of a statewide paid advertising campaign that generated more than two billion audience impressions and secured an added value of more than \$370,000 — 15 percent more than the paid schedule.
- More than 3.8 million impressions from media relations activities.
- Increased level of visibility of campaign messages due to partnerships with various public, private and non-profit organizations that garnered more than \$1 million in added value and generated more than 150,000,000 impressions.
- Reaching more than 30,000 people through public event participation.



Caltrans — Creative Examples



Universal Lifeline Telephone Service Interim Marketing Campaign “Connect California”

Campaign Overview and Goal

In 1983 Federal Policymakers recognized that technological and social developments had created an environment where access to local telephone service is necessary for people to be productive participants in society by creating the Moore Universal Telephone Service Act (AB1348). This act established Universal Lifeline Telephone Service (ULTS) to provide local phone service to eligible households for a reduced rate.

Until then, carriers were responsible for ensuring that their subscribers were aware of ULTS. When competition was allowed in local telephone markets, the California Public Utilities Commission (CPUC) created the Universal Lifeline Telephone Service Marketing Board (ULTSMB) to undertake its own ULTS public education programs. The ULTSMB contracted Ogilvy PR to implement an interim marketing campaign while additional market research was conducted. This campaign was called Connect California — a title and theme that had multi-ethnic appeal and communicated the most important benefits of ULTS — connection to family, community, employers, emergency services and childcare.

Campaign objectives included:

- Grow awareness of ULTS among eligible households and increase ULTS subscribership
- Provide a benchmark to measure the success of future campaigns
- Inform the strategic direction and best practices for future campaigns

Target Audience

Connect California was directed at underserved and hard-to-reach populations with low telephone penetration rates. Per the direction of the CPUC, these target markets were: African American; Hispanic/Latino; Cambodian, Laotian, Hmong, Korean, Filipino, Vietnamese, senior citizens and persons with disabilities.

Strategic Approach and Methodology

Ogilvy PR implemented an integrated marketing campaign to reach the target audiences through several mediums. Advertising, media relations and community outreach activities reinforced each other to ensure maximized results and budget.

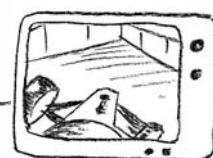
Because the campaign targeted several cultures and ethnicities, special care was taken to develop messages and visual materials that would be appealing to all of the target audiences. Ogilvy PR subcontracted with the following agencies to ensure that communications and tactics were appropriate and compelling for the target markets: Nakatomi & Associates — Asian, Pacific Islander markets; Valencia, Perez & Echeveste — Hispanic/Latino market; and Young Communications Group — African American market.

The messages for the campaign were developed by our team of ethnic subconsultants. They were tested in the field with in-language consumers. We also tested the color palette and the recommended 1-800 phone numbers (as some colors and numbers have negative connotations with different cultures). We used “community associates” to actually go out and test the messages, colors, numbers, approach. Then, we asked them to recommend revisions to the team based on their findings in the field.

Tactics

Connect California employed a number of tactics, including:

- **Connect California Call Center** — The Call Center helped consumers determine eligibility for the program and select a ULTS provider; callers were then transferred to the phone company of their choice. Separate phone numbers were created in the languages of the target populations and staffed in each language. When necessary, Connect California Call Center operators served as interpreters for telephone companies that did not have operators who spoke a caller’s language. Focus groups were conducted monthly with the Call Center operators to continually refine the intake process and evaluate media effectiveness.



- **Community-Based Organization (CBO)**
Grants — Because the campaign targeted people who are difficult to reach through general media and who often are uncomfortable providing the personal information needed to determine ULTS eligibility, the team was expanded to include 48 CBOs statewide. Ogilvy PR oversaw and managed the grant application process and helped the ULTS pick the 48 CBOs out of 200 applications. The CBOs were a direct link to the target communities, providing information and ULTS assistance to their clients.
- **Community Relations** — The reach of the campaign was further extended by enlisting the assistance of additional community organizations. Campaign materials were distributed by CBOs, social service and non-profit organizations, the faith community, local social service offices, elected officials and local businesses. Materials also were distributed at community fairs/festivals and meetings.
- **Kick-off Events** — Four kick off events were held to launch the Connect California campaign and to publicly recognize the CBO grantees. Events in Los Angeles, San Diego, Fresno and Oakland provided local media angles and reached ethnic media.
- **Media Relations** — The campaign team developed an editorial calendar and conducted media outreach on a timely topic related to ULTS or Connect California monthly. For example, the March theme was the campaign launch, the May theme was Mother's Day. Media materials were translated into the languages of target media.
- **Media Partnerships** — Several ethnic-specific TV and radio stations, and community newspapers provided space for Connect California public service announcements (PSAs) and distributed campaign materials.
- **Advertising** — Advertisements were placed in general and ethnic market print, radio and television media throughout California. The ads ran in three flights to maintain campaign visibility and drive customers to the Call Center. Outdoor

advertisements were created in English and Spanish and were placed on small, community billboards in neighborhoods with a high concentration of eligible households.

- **TV and Radio Spots** — A :30 television spot and :60 radio spot were used for paid and PSA placements statewide. These spots conveyed the importance of the phone and the availability of ULTS, and were created in eight target market languages.
- **Campaign Materials** — Materials included a poster with the eligibility requirements, a flyer template CBO grantees used to inform clients of Connect California events, a ULTS information brochure, and refrigerator magnets. These materials were distributed by CBO grantees and through "Community Relations" activities. All materials were created in the languages of the target markets — the brochure contains information in all eight target market languages.
- **CBO Web Site** — CBO grantees were able to download campaign materials, news releases, reporting documents and activity calendars through a special Ogilvy PR Web site.

Measurement and Evaluation

Because this was the first campaign of its kind and ULTS enrollment information is kept by phone companies, Ogilvy PR and the ULTSMB agreed that indicators of "raised awareness" would be the number of calls made to the Call Center and paid media dollars leveraged.

Goal 1: 6,000 calls or 1,000 calls/month during the six month campaign

Result: 20,670 calls received — 345 percent over goal

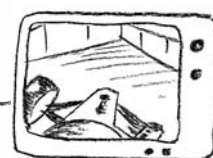
Goal 2: 50 percent return on investment of \$1.16 million

Result: \$1.09 million added value (almost 100 percent return on investment) for a total media dollar value of \$2.25 million




Additional Results:

- 6,900 posters and 224,150 brochures distributed to target communities.
- Approximately 5,958,486 million impressions reached target groups through earned media placements and partnerships, for a dollar value of \$2,085,928.
- Approximately 1,500 community distribution points through CBO outreach reached over 169,629 people in the target communities.
- Active involvement and continuing support of 48 CBOs representing California's ethnic diversity.
- Over 5,800 potential subscribers were transferred to participating carriers. Actual subscriber numbers are retained by carriers and are not available to the team for evaluation.
- Approximately 200 media outlets statewide participated in the paid and leveraged program, many representing traditionally under-used ethnic media.



Universal Lifeline Telephone Service — Creative Examples

You may be eligible for reduced-rate local residential telephone service.



Universal Lifeline Telephone Service

Universal Lifeline Telephone Service (ULTS) is a program that offers eligible Californian households access to residential telephone service at a reduced rate — approximately half the cost of regular local phone service. ULTS is also available to qualifying households that currently have local phone service.

To receive ULTS, the following qualifications must be met:

- Total gross household income is no more than \$17,750 for 1-2 people, no more than \$28,350 for three people, and no more than \$45,000 for four people. For households larger than four, add \$4,100 in income for each additional household member*. Children are considered household members. The income level is adjusted annually for inflation.
- There can be only one residential phone line in the household, and the household is the subscriber's main residence.
- The subscriber is not claimed as a dependent on another person's income tax return.


* As of 1/1/00

It is easy to enroll in the ULTS program. Call 1-800-478-9494 to find out if you are eligible. For TTY/TDD call 1-800-397-5744.

Universal Lifeline Telephone Service is a program of the California Public Utilities Commission

CALL TOLL-FREE 1-800-478-9494

Usted puede calificar para el servicio telefónico residencial a un precio reducido.



Universal Lifeline Telephone Service

El Universal Lifeline Telephone Service (ULTS) es un programa que ofrece servicio telefónico local, residencial a un precio reducido — aproximadamente a la mitad del precio del servicio regular — a hogares en California. ULTS también está disponible a familias que califiquen aunque ya tengan servicio telefónico.

Los siguientes criterios son necesarios para recibir ULTS:

- El ingreso total de la familia no puede ser más de \$17,750 por 1-2 personas (incluyendo a niños), no más de \$28,350 por 3 personas, y no más de \$45,000 por cuatro personas. Para familias con más de cuatro personas, añada \$4,100 al ingreso por cada miembro adicional de la familia.* El nivel de ingresos es ajustado anualmente para combatir la inflación.
- La dirección es el domicilio principal del suscriptor y sólo hay una línea telefónica por cada familia.
- El suscriptor no es dependiente declarado en el reporte de impuestos anuales de otra persona.


* 1/1/00

Es fácil suscribirse en el programa ULTS. Llame al 1-800-494-6404 para saber si califica. Para TTY/TDD llame al 1-800-397-5744.

Universal Lifeline Telephone Service es un programa de la Comisión de Utilidades Públicas de California.

LLAME GRATIS 1-800-494-6404

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English
Español
한국어
日本語
Tagalog
TIẾNG VIỆT
हिन्दी

You may be eligible for reduced-rate local residential telephone service.

1-800-478-9494

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Universal Lifeline Telephone Service es un programa de la Comisión de Utilidades Públicas de California.



County of Los Angeles Department of Public Works “Can It!”

Campaign Overview and Goal

Ogilvy PR is in the fourth year of implementing a comprehensive public education campaign to help educate LA County residents on the effects of storm water pollution and encourage them to change their pollution-causing behaviors.

Launched in 2003, the “Can It!” campaign includes countywide advertising, media relations, business/commercial industry outreach, and technical assistance to the 84 cities and unincorporated areas within the County, in both English and Spanish. The campaign also includes extensive evaluation methods employed to determine which outreach strategies have the greatest impact on the campaign target audiences.

As a component of the campaign, Ogilvy PR was responsible for overseeing pilot clean-up events in select areas. The unincorporated community of Florence Firestone was added as a pilot program area due to its unique position within the districts of both Supervisor Gloria Molina (First District) and Supervisor Yvonne Burke (Second District), both supporters of the campaign. In addition, DPW was encouraged to work with the Florence Firestone Community Enhancement Team (FFCET), a collaboration of several County departments united to help improve the aesthetics and livability of the community.

The campaign goal was to engage communities, elected officials and the media in a successful clean-up event of the Florence Firestone Community.

Target Audiences

- Residents of the Florence Firestone community
- Elected officials
- Media

Tactics

Community Task Force — The Florence Firestone Task Force began with just a few members, but quickly grew to more than 30 members as the bi-weekly meetings

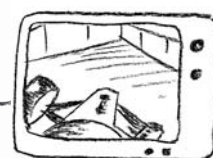
continued. During the six meetings held, Task Force members identified key pollution/health issues in the community. Primary concerns included graffiti, litter/overflowing trashcans, illegal dumping and stray dogs.

Event Promotion — Prior to the event, Task Force members promoted the effort by distributing flyers to local residents and businesses. Ogilvy PR assisted with the promotion via canvassing 3,000 doorsteps with promotional garbage bags, distribution of flyers to more than 50 local community-based organizations, and the distribution of event packets to the six Florence Firestone elementary, middle and high schools. The event packets included a cover letter to parents about the event, as well as a flyer and event waiver.

Media Relations — Media outreach efforts were conducted to help promote the Florence Firestone Beautification Event. Media relations materials, including a calendar release, media advisory and press release were developed and disseminated in both English and Spanish to local print, radio and television outlets to garner pre and post publicity for the event. Additionally, b-roll footage was filmed during the event and then distributed to local television stations.

Event Sponsorship — Ogilvy PR approached a number of local organizations and businesses to solicit donations and/or their participation in the event. Outreach activities resulted in the donation of more than \$6,000 in cash, goods and services from local sponsors, including:

- Acosta Growers
- BFI
- Blockbuster Video
- Bob’s Hardware
- Celestial Seasonings
- Costco
- Rexall Drugs
- Godiva Chocolates
- Happy Donuts
- In-N-Out Burger
- K Mart
- Krispy Kreme Doughnuts
- La Pizza Loca
- McDonald’s
- Metro
- Monrovia Nursery
- Nick Alexander Imports
- Orchard Supply Hardware
- Primestor Development



- Quizno's
- Sir Speedy, Inc.
- SOPP Ford
- Toys-R-Us

Clean-up Event — Ogilvy PR worked with the Task Force to address issues raised by the group and to organize a community-wide beautification event. The Florence Firestone beautification event was held on a Saturday from 9 a.m. to 1 p.m. and encompassed nearly all of the 3.6 square miles of Florence Firestone with 12 clean-up zones.

Edison Middle School served as home base for the clean-up activities and host to the community celebration that followed. Event activities included a community-wide collection of street litter and debris, painting an environmental mural, school beautification efforts at Edison and a County sponsored Household Hazardous Waste Round-up.

Following the beautification efforts, volunteers attended a community celebration at Edison Middle School. Emceed by KCBS Channel 2 traffic reporter Vera Jimenez and weatherman John Elliott, the celebration was held to thank volunteers for their efforts and rally them to continue to keep the community clean.

Speakers included Supervisor Molina, Supervisor Burke, Task Force member Pablo Mejia, and Tom Alexander and Melinda Barrett from the Department of Public Works. The program also included a performance by the Roosevelt Park Sparks cheerleading squad and a certificate of appreciation presentation by Melinda Barrett to each of the Task Force members.

During the celebration volunteers enjoyed refreshments and snacks (Quizno's sandwiches, water, bags of chips), entered a free raffle to win prizes (DVDs, food coupons and a portable stereo) and received goody bags with campaign collateral items (a certificate of recognition, pencils and car air fresheners). Music was provided at the event by campaign radio partner, KPWR 106.5 FM.

Florence Firestone Partners and Exhibitors

- Congresswoman Loretta Sanchez' Office
- Florence Firestone Chamber of Commerce
- Graffiti Abatement Program

- Heal the Bay
- San Gabriel and Los Angeles River Watershed Council
- Supervisor Burke's Office
- Supervisor Molina's Office
- Toys R Us
- U.S. Coast Guard

During the event, volunteers and both County Supervisors visited Roosevelt Park to paint a new community mural depicting a pollution-free Florence Firestone. Following the event the mural was permanently affixed to a wall on the corner of Nadeau Avenue and Maie Street.

Measurement and Evaluation

The results from the event and the campaign in general are far-reaching. Event results included:

- Participation by more than 600 volunteers
- 31,000 pounds of trash collected in two hours
- 14 local media reports yielded 2,383,872 impressions
- More than \$6,000 of in-kind donations provided by local businesses

General campaign results for the past three years include:

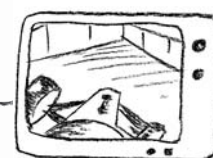
- Garnered more than 2.5 billion impressions among the residents of LA County, and secured more than \$479,000 in added value, via advertising placements.
- Media relations outreach efforts have garnered more than 10 million impressions via 69 earned media placements.
- In a telephone poll of LA County residents, conducted in late 2005, 55 percent of respondents recalled seeing or hearing information about pollution of the oceans, rivers and lakes/beaches and 94 percent of respondents reported a willingness to change polluting behavior.



County of Los Angeles Department of Public Works — Creative Examples



Electronic Waste and Tire Sustainability Programs





Ogilvy Public Relations Worldwide

Statement Regarding Business License

Ogilvy Public Relations Worldwide overpaid the fees for their business license with the City of Sacramento, CA.

The paperwork has been filed to correct this overpayment, but until this is completed the City of Sacramento, Revenue Division will not release the actual certificate.

We have enclosed a copy of our business license from the previous year and a statement provided by the Revenue Division. We expect that this issue will be resolved soon and will provide a copy of our new business license should a contract be awarded.

MUST BE POSTED IN CONSPICUOUS PLACE



CITY OF SACRAMENTO
BUSINESS OPERATIONS TAX CERTIFICATE

140746

Business Name OGILVY PUBLIC RELATIONS
Business Address 2495 NATOMAS PARK DR #650
Owner OGILVY PUBLIC RELATIONS
Type of Business WORLDWIDE PUBLIC RELATIONS
Tax Classification 401

FROM	TO
Mo. Day Yr.	Mo. Day Yr.
01/01/05	12/31/05
	EXPIRES

CITY OF SACRAMENTO

VOID
IF NOT
PAID
VALID

OGILVY PUBLIC RELATIONS
2495 NATOMAS PARK DR
SACRAMENTO, CA 95833

This certificate is not to be construed to represent or imply that the City of Sacramento has investigated, or approves or recommends, the holder of this certificate. Any representation to the contrary is fraudulent. (This certificate must be renewed within 30 days of expiration)

Page: 1 Document Name: untitled

BT03 BUSINESS TAX MASTER RECORD # 140746 05/11/06

BUSINESS NAME: OGILVY PUBLIC RELATIONS START DATE CLOSE DATE
DESCRIPTION: WORLDWIDE PUBLIC RELATIONS 01/01/05
ADDRESS: 2495 NATOMAS PARK DR #650
SACRAMENTO, CA 95833 PHONE: 916/418-1500
MAILING NAME: OGILVY PUBLIC RELATIONS
ATTENTION:
ADDRESS: 2495 NATOMAS PARK DR
SACRAMENTO, CA 95833
OWNER NAME #1: OGILVY PUBLIC RELATIONS FEDERAL-ID:
NAME #2: S.S.N.:
NAME #3: STATE ID NO:
NOTICES RENEWAL: 2 AUDIT: 2 DELINQUENT: 2 CERTIFICATE: REFUND: 2 ALERT:
A-1 01/01/06-12/31/06 (503) 401 3,933,294
TAX BIA DUP/TRN PENALTY *TOTAL* BALANCE
CHARGE: 1,599.00 1,599.00
PAID: 1,599.00 1,921.60

PRESS ENTER TO DISPLAY HISTORY RECORDS
PRESS PF3 TO RETURN TO MAIN MENU
PRESS CLEAR TO EXIT

Budget Overview

On the following pages, you will find Attachment A and Attachment B. In order to help better understand these attachments, we have provided this overview document. Please note that we have met the Small Business allocation goal of 25 percent and the DVBE allocation goal of three percent. We took the liberty of providing some additional detail on the attachments to demonstrate how these goals were achieved.

We are also donating 100 hours of a managing director's time (Christi Black) for senior counsel on both campaigns.

Total Ogilvy PR Bid	\$1,523,224.00
Waste Tires Campaign Total	\$ 599,999.00
E-Waste Campaign Total	\$ 923,225.00
Small Business Allocation*	\$ 381,990.91
DVBE Allocation*	\$ 50,000.00

** These are the allocations calculated before mark-up.*



Hourly Rate Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

ATTACHMENT A

Complete this form and submit the original in accordance with the requirements of this RFP.

Contractor/Company Name: Ogilvy Public Relations Worldwide

Identify line item costs for each of the Proposer's team members. These will be the team members whose services will be utilized throughout the term of the agreement to be awarded as a result of the RFP process. All subcontractors must be identified in Column A (Identify with an X) and their corresponding Subcontractor markups shown in Column E. Hourly rates identified on the Rate Sheet shall remain in effect throughout the term of the Agreement. The total hourly rate as specified in Column F, must be used in preparing the Cost Proposal Sheet. Add additional rows as needed.

A	B		C	D	E	F
Sub	Personnel Services	\$/Hr	Fringe Benefits %	Overhead %	Sub Markup %	Total Hourly Rate*
	Ogilvy PR					
	Christi Black, Managing Director					\$ 275
	Beverley Kennedy, Sr. Vice President					\$ 240
	Rachel Hobler, Account Director					\$ 175
	Misha Gutierrez, Account Director					\$ 175
	Lizelda Engstrom, Account Supervisor					\$ 160
	Lindsay Hall, Account Supervisor					\$ 160
	Jessica Langtry, Account Executive					\$ 120
	Kris Hanson, Creative Director					\$ 200
	Jerry Lowe, Art Director					\$ 155
	Julie Childs, Sr. Production Manager					\$ 140
	John Ewing, Designer					\$ 125
	Applied Management & Planning Group (AMPG)					
X	Sophia Tripodes Gomez, Project Manager					\$ 132
X	Burt Ehrmann, Data Manager					\$ 110
X	Ann Isbell, Research Associate					\$ 66

* While the rates submitted in this proposal become public information, Ogilvy PR considers the detail provided to be confidential information only for the CIWMB to use in determining if the rates are fair.

Hourly Rate Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

ATTACHMENT A

A	B	C	D	E	F	
Sub	<u>Personnel Services</u>	<u>\$/Hr</u>	<u>Fringe Benefits %</u>	<u>Overhead %</u>	<u>Sub Markup %</u>	<u>Total Hourly Rate*</u>
	<u>CirclePoint</u>					
X	Sarah Layton Wallace, Principal					
X	Kristy Ranieri, Sr. Project Manager					\$ 182
X	Matthew Lea, Sr. Associate					\$ 160
X	Felicia Mowll, Associate					\$ 105
X	Nick Zubel, Coordinator					\$ 77
						\$ 61
X	<u>Diego & Son Printing Inc.</u>					
	<i>3% of contract, not figured hourly</i>					n/a
	<u>Nakatomi & Associates</u>					
X	Debra Nakatomi, President					
X	Joni Byun, Senior Vice President					\$ 165
X	Michelle Esperanza, Account Director					\$ 110
						\$ 77
	<u>Valencia, Perez & Echeveste (VPE)</u>					
X	Patricia Perez, Partner					
X	Maricela Cueva, Account Director					\$ 253
X	Carlos Munguia, Asst. Account Executive					\$ 138
						\$ 77

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Hourly Rate Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

ATTACHMENT A

Acknowledgement/Authorization


The undersigned acknowledges that the submittal of this proposal constitutes an irrevocable offer for a ninety (90) day period for the CIWMB to award an Agreement. Additional acknowledgement is made of receipt of all competitive documents, including Addenda, relating to this Agreement.

The undersigned acknowledges that the Proposer has read all of the requirements set forth in CIWMB documents and will comply with said provisions.

The undersigned hereby authorizes and requests any person, firm, agency or corporation to furnish any information requested by the CIWMB in verification of the recitals comprising this Proposal and also hereby authorizes the CIWMB to contact such persons, firms, etc., in order to obtain information regarding the undersigned.

The undersigned acknowledges that there are no potential conflicts of interest, as defined in Public Contract Code (PCC) 10410, 10411 and Government Code (GC) 87100, by the submitting firm and/or any subcontractors listed in this Proposal.

I declare under penalty of perjury that the foregoing is true and correct.

Name & Title of Authorized Representative:		Beverley Kennedy, Sr. Vice President	Contractor Name:	Ogilvy Public Relations Worldwide
Address:		2495 Natomas Park Drive, Suite 650	Telephone #	916-418-1500
City, State, Zip:		Sacramento, CA 95833	Email:	beverley.kennedy@ogilvypr.com
Signature:			Date Signed:	5/17/06

* While the rates submitted in this proposal become public information, Ogilvy PR considers the detail provided to be confidential information only for the CIWMB to use in determining if the rates are fair.

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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Contractor/Company Name: Ogilvy Public Relations Worldwide

Column 1	Column 2	Column 3				Column 4	Column 5	Column 6	Column 7
Task #	Detailed Description of Services to be Provided: Description of services to be provided by each person listed in Column 3	Personnel Service: Include name, position, title, hourly rate (Column F of Attachment A) and estimated number of hours to complete services for each task.				Travel: Based on methodology, estimate travel costs for each task	Supplies: Based on methodology est. supply costs for deliverables associated with each task	Other: Any other specific breakdown required to sufficiently explain the budget costs for each task. If not tied to a particular person, place in a separate row with a corresponding task # in Column 1.	Total by Row:
II.A. 1 & 2 Partnership Development	Develop partnership plan, list of prospects	Beverley Kennedy, Sr. Vice President	\$ 240.00	15	\$ 3,600.00	\$ -			
		Rachel Hobler, Account Director	\$ 175.00	40	\$ 7,000.00				
	Develop marketing packet	Rachel Hobler, Account Director	\$ 175.00	40	\$ 7,000.00				
		Lindsay Hall, Acct. Supervisor	\$ 160.00	15	\$ 2,400.00				
	Conduct calls, have meetings, follow-up	Beverley Kennedy, Sr. Vice President	\$ 240.00	50	\$ 12,000.00	\$ 2,000.00			
		Rachel Hobler, Acct. Director	\$ 175.00	50	\$ 8,750.00	\$ 2,000.00			
		Lindsay Hall, Acct. Supervisor	\$ 160.00	50	\$ 8,000.00	\$ 2,000.00			
	Develop tracking mechanism and track partners	Lindsay Hall, Acct. Supervisor	\$ 160.00	55	\$ 8,800.00				
	Developing training materials, conduct trainings	Beverley Kennedy, Sr. Vice President	\$ 240.00	30	\$ 7,200.00	\$ 800.00			
		Rachel Hobler, Account Director	\$ 175.00	75	\$ 13,125.00	\$ 2,000.00			
		Lindsay Hall, Acct. Supervisor	\$ 160.00	76	\$ 12,160.00	\$ 2,000.00			
					\$ 90,035.00	\$ 10,800.00	\$ 12,000.00	\$ -	\$ 112,835.00
II.B. 1 Point-of Purchase	<i>Subcontractor- CirclePoint</i>								
	Partnership list development in collab with Ogilvy PR	Sarah Wallace, Principal	\$ 182.00	35	\$ 6,370.00	\$ -			
		Kristy Ranieri, Sr. Project Manager	\$ 160.00	35	\$ 5,600.00	\$ -			
	Assist in conducting calls, meeting with partners	Kristy Ranieri, Sr. Project Manager	\$ 160.00	130	\$ 20,800.00	\$ -			
	Developing training materials, conduct trainings	Sarah Wallace, Principal	\$ 182.00	50	\$ 9,100.00	\$ 1,000.00			
		Kristy Ranieri, Sr. Project Manager	\$ 105.00	100	\$ 10,500.00	\$ 1,500.00			
		Felicia Mowl, Associate	\$ 77.00	100	\$ 7,700.00	\$ -	\$ -	\$ -	
	Tracking of trainings, partner activities	Nick Zubel, Coordinator	\$ 61.00	52	\$ 3,172.00	\$ -			
					\$ 63,242.00	\$ 2,500.00	\$ 6,000.00	\$ -	\$ 71,742.00
	Identify key materials needed - survey to retailers	Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ -			
	Creative brief development	Kris Hanson, Creative Director	\$ 200.00	15	\$ 3,000.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	15	\$ 3,600.00	\$ -			
		Jerry Lowe, Art Director	\$ 155.00	10	\$ 1,550.00	\$ -			
	Design and produce materials	Kris Hanson, Creative Director	\$ 200.00	15	\$ 3,000.00	\$ -			
		Jerry Lowe, Art Director	\$ 155.00	35	\$ 5,425.00	\$ -			
		John Ewing, Designer	\$ 125.00	60	\$ 7,500.00	\$ -			
		Julie Childs	\$ 140.00	35	\$ 4,900.00				
	Place materials onto eRecycle site/camera ready	Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ -			
	Distribute to partners/track	Jessica Langtry, Acct. Executive	\$ 120.00	55	\$ 6,600.00	\$ -			
					\$ 49,575.00	\$ -	\$ 30,000.00		\$ 79,575.00
	<i>Subcontractor - Diego & Son (DVBE) - printing</i>							\$ 25,000.00	\$ 25,000.00

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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Contractor/Company Name: Ogilvy Public Relations Worldwide

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II.C. 1 Sponsorship Strategy	Strategy meeting with client	Name	\$/HR*	Hours	Total \$				
		Beverley Kennedy, Sr. Vice President	\$ 240.00	8	\$ 1,920.00	\$ -			
	Develop sponsor list and packets	Rachel Hobler, Acct. Director	\$ 175.00	8	\$ 1,400.00	\$ -			
		Misha Gutierrez, Acct. Director	\$ 175.00	8	\$ 1,400.00	\$ -			
	Meetings to establish sponsorship	Beverley Kennedy, Sr. Vice President	\$ 240.00	15	\$ 3,600.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	35	\$ 6,125.00	\$ -			
	Provide direction on receiving cash	Misha Gutierrez, Acct. Director	\$ 175.00	30	\$ 5,250.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	50	\$ 12,000.00	\$ 1,500.00			
	Manage sponsorships/general interaction	Rachel Hobler, Acct. Director	\$ 175.00	50	\$ 8,750.00	\$ 1,500.00			
		Misha Gutierrez, Acct. Director	\$ 175.00	50	\$ 8,750.00	\$ 1,500.00			
		Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ -			
		Misha Gutierrez, Acct. Director	\$ 175.00	60	\$ 10,500.00	\$ -			
		Jessica Langtry, Acct. Executive	\$ 120.00	30	\$ 3,600.00	\$ -			
					\$ 70,295.00	\$ 4,500.00	\$ 4,500.00		\$ 79,295.00
	Subcontractor- CirclePoint								
		Strategy calls with client							
	Develop sponsor lists and packets	Sarah Wallace, Principal	\$ 182.00	26	\$ 4,732.00	\$ -			
		Matthew Lea, Sr. Project Manager	\$ 105.00	25	\$ 2,625.00	\$ -			
	Meetings to establish sponsorship	Nick Zubel, Coordinator	\$ 61.00	75	\$ 4,575.00	\$ -			
		Sarah Wallace, Principal	\$ 182.00	85	\$ 15,470.00	\$ 1,000.00			
		Matthew Lea, Sr. Project Manager	\$ 105.00	85	\$ 8,925.00	\$ 1,000.00			
					\$ 36,327.00	\$ 2,000.00	\$ 1,500.00	\$ -	\$ 39,827.00
II. D.1 Promotions	Establish promotional concept with retail partners, etc.								
		Beverley Kennedy, Sr. Vice President	\$ 240.00	25	\$ 6,000.00	\$ -			
	Oversee all logistical needs, site visits	Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	50	\$ 8,750.00	\$ -			
	Ongoing retail coordination and event participation	Lindsay Hall, Acct. Supervisor	\$ 160.00	20	\$ 3,200.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	95	\$ 16,625.00	\$ 2,000.00			
	Event promotion coordination	Lindsay Hall, Acct. Supervisor	\$ 160.00	95	\$ 15,200.00	\$ 2,000.00			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	20	\$ 4,800.00	\$ -			
	Participation, coordination of co-op events	Rachel Hobler, Acct. Director	\$ 175.00	55	\$ 9,625.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	25	\$ 4,375.00	\$ -			
	Ongoing tracking of promotions/success	Lindsay Hall, Acct. Supervisor	\$ 160.00	95	\$ 15,200.00	\$ 2,000.00			
		Jessica Langtry, Acct. Executive	\$ 120.00	75	\$ 9,000.00	\$ 2,000.00			
	Ongoing strategic counsel for all promo activities	Jessica Langtry, Acct. Executive	\$ 120.00	50	\$ 6,000.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	50	\$ 12,000.00	\$ 750.00			
					\$ 117,775.00	\$ 8,750.00	\$ 16,250.00	\$ -	\$ 142,775.00

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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Contractor/Company Name: Ogilvy Public Relations Worldwide

Column 1	Column 2	Column 3				Column 4	Column 5	Column 6	Column 7
Task #	Detailed Description of Services to be Provided: Description of services to be provided by each person listed in Column 3	Personnel Service: Include name, position, title, hourly rate (Column F of Attachment A) and estimated number of hours to complete services for each task.				Travel: Based on methodology, estimate travel costs for each task	Supplies: Based on methodology est. supply costs for deliverables associated with each task	Other: Any other specific breakdown required to sufficiently explain the budget costs for each task. If not tied to a particular person, place in a separate row with a corresponding task # in Column 1.	Total by Row:
II.E. 1 Publicity Media	Development of media d-base and press kit materials PSA distribution oversight with WestGlen Conduct ongoing program to generate stories Track coverage, evaluate Promotional event publicity General oversight of all media activities	Name	\$/HR*	Hours	Total \$				
		Rachel Hobler, Account Director	\$ 175.00	20	\$ 3,500.00	\$ -			
		Jessica Langtry, Acct. Executive	\$ 120.00	35	\$ 4,200.00	\$ -			
		Rachel Hobler, Account Director	\$ 175.00	20	\$ 3,500.00	\$ -			
		Jessica Langtry, Acct. Executive	\$ 120.00	75	\$ 9,000.00	\$ -			
		Jessica Langtry, Acct. Executive	\$ 120.00	30	\$ 3,600.00	\$ -			
		Rachel Hobler, Account Director	\$ 175.00	60	\$ 10,500.00	\$ 500.00			
		Jessica Langtry, Acct. Executive	\$ 120.00	30	\$ 3,600.00	\$ 500.00			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	20	\$ 4,800.00	\$ -			
					\$ 42,700.00	\$ 1,000.00	\$ 2,500.00	WestGlen PSA Distribution	\$ 17,000.00
									\$ 63,200.00
	Subcontractor - VPE								
II.F. 1, 2 & 3 Speakers Bureau	Strategic counsel, media calendar creation Conduct ongoing program to generate stories Track coverage, evaluate	Patricia Perez, Partner	\$ 253.00	75	\$ 18,975.00				
		Maricela Cueva, Acct. Director	\$ 138.00	100	\$ 13,800.00	\$ 250.00	\$ -		
		Carlos Munguia, Asst. Acct. Exec	\$ 77.00	81	\$ 6,237.00	\$ -	\$ -		
					\$ 39,012.00	\$ 250.00	\$ -		\$ 39,262.00
	Meet with client on project	Beverley Kennedy, Sr. Vice President	\$ 240.00	3	\$ 720.00	\$ -			
II.G. 1 Website Support	Develop speakers training course, hold training Create PowerPoint presentation and leave-behinds Schedule and track presentations, attend as needed	Rachel Hobler, Acct. Director	\$ 175.00	3	\$ 525.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	35	\$ 8,400.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	75	\$ 13,125.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ -			
		John Ewing, Designer	\$ 125.00	50	\$ 6,250.00	\$ -			
		Jessica Langtry, Acct. Executive	\$ 120.00	40	\$ 4,800.00	\$ 500.00			
					\$ 40,820.00	\$ 500.00	\$ 3,500.00	\$ -	\$ 44,820.00
	Meet with client on details/concept	Beverley Kennedy, Sr. Vice President	\$ 240.00	4	\$ 960.00	\$ -			
	Site audit	Rachel Hobler, Acct. Director	\$ 175.00	4	\$ 700.00	\$ -			
		Kris Hanson, Creative Director	\$ 200.00	4	\$ 800.00	\$ -			
		Kris Hanson, Creative Director	\$ 200.00	30	\$ 6,000.00	\$ -			
		Jerry Lowe, Art Director	\$ 155.00	50	\$ 7,750.00	\$ -			
		Jerry Lowe, Art Director	\$ 155.00	25	\$ 3,875.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	80	\$ 14,000.00	\$ -			
		Jerry Lowe, Art Director	\$ 155.00	100	\$ 15,500.00	\$ -			
					\$ 49,585.00	\$ -	\$ 9,000.00	\$ -	\$ 58,585.00
	Structural change memo								
	Regular copy updates for eRecycle site								

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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Contractor/Company Name: Ogilvy Public Relations Worldwide

Column 1	Column 2	Column 3				Column 4	Column 5	Column 6	Column 7
Task #	Detailed Description of Services to be Provided: Description of services to be provided by each person listed in Column 3	Personnel Service: Include name, position, title, hourly rate (Column F of Attachment A) and estimated number of hours to complete services for each task.				Travel: Based on methodology, estimate travel costs for each task	Supplies: Based on methodology est. supply costs for deliverables associated with each task	Other: Any other specific breakdown required to sufficiently explain the budget costs for each task. If not tied to a particular person, place in a separate row with a corresponding task # in Column 1.	Total by Row:
II.H.1 Toll-Free Telephone	Meet with client on project Facilitate vendor selection Assist with training/script copy/management	Name	\$/HR*	Hours	Total \$				
		Beverley Kennedy, Sr. Vice President	\$ 240.00	2	\$ 480.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	10	\$ 2,400.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	30	\$ 7,200.00	\$ -			
II. I. 1 & 2 eRecycle.org Licensing	Meet with client Provide ongoing assistance as requested				\$ 10,080.00	\$ -			\$ 10,080.00
		Beverley Kennedy, Sr. Vice President	\$ 240.00	3	\$ 720.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	15	\$ 3,600.00	\$ -			
					\$ 4,320.00	\$ -	\$ 500.00	\$ -	\$ 4,820.00
II.J. 1 Advisory Group	Develop advisory group list and invite members Oversee kick-off meeting, material creation Quarterly updates and/or meetings with group	Beverley Kennedy, Sr. Vice President	\$ 240.00	10	\$ 2,400.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	35	\$ 6,125.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	35	\$ 8,400.00	\$ 500.00			
		Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ 500.00			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	60	\$ 14,400.00	\$ 1,500.00			
		Rachel Hobler, Acct. Director	\$ 175.00	68	\$ 11,900.00	\$ 1,500.00			
					\$ 50,225.00	\$ 4,000.00	\$ 2,000.00	\$ -	\$ 56,225.00
II. K.1 Measurement	Strategy session for polling and calls to stakeholders Oversee polling development, updates to client Review final report, present to client Tracking of other ouputs/processes	Beverley Kennedy, Sr. Vice President	\$ 240.00	3	\$ 720.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	3	\$ 525.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	10	\$ 1,750.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	25	\$ 6,000.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	5	\$ 1,200.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	5	\$ 875.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	53	\$ 9,275.00	\$ -			
					\$ 20,345.00	\$ -	\$ 3,500.00		\$ 23,845.00
Subcontractor-AMPG	Develop and oversee e-waste survey task								
		Sophia Triodes Gomez, Proj. Mang.	\$ 120.00	52	\$ 6,240.00	\$ -			
		Burt Ehrmann, Data Manager	\$ 100.00	20	\$ 2,000.00	\$ -			
		Ann Isbell, Research Assoc.	\$ 60.00	24	\$ 1,440.00	\$ -			
					\$ 9,680.00	\$ -	\$ 75.00	Survey House-ISA 5,175.00	\$ 14,930.00

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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Contractor/Company Name: Ogilvy Public Relations Worldwide

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II. L.1, 2 & 3 Reporting		Name	\$/HR*	Hours	Total \$				
	Monthly reports and invoices to client	Rachel Hobler, Acct. Director	\$ 175.00	75	\$ 13,125.00	\$ -			
	Submit quarterly reports	Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ -			
	Internal tracking of budget, work plan review, counsel	Rachel Hobler, Acct. Director	\$ 175.00	50	\$ 8,750.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	45	\$ 10,800.00	\$ -			
	Final report	Rachel Hobler, Acct. Director	\$ 175.00	10	\$ 1,750.00	\$ -			
		Jessica Langtry, Account Executive	\$ 120.00	30	\$ 3,600.00	\$ -			
					\$ 45,025.00	\$ -	\$ 7,134.00	\$ -	\$ 52,159.00
		TOTALS			\$ 739,041.00	\$ 34,300.00	\$ 98,459.00	\$ 47,175.00	\$ 918,975.00
								10% MU on Hardcosts	\$ 4,250.00
								GRAND TOTAL	\$ 923,225.00
		Ogilvy PR Fees	\$ 590,780.00						
		Ogilvy PR Travel	\$ 29,550.00						
		Ogilvy PR Hardcosts	\$ 107,884.00						
			\$ 728,214.00						
		VPE Fees	\$ 39,012.00						
		VPE Travel	\$ 250.00						
		VPE Hardcosts	\$ -						
		Total	\$ 39,262.00						
		10% MU on VPE Hardcosts	\$ 25.00						
		SUBTOTAL	\$ 39,287.00	\$ 35,715.45					
		AMPG Fees	\$ 9,680.00						
		AMPG Travel	\$ -						
		AMPG Hardcosts	\$ 5,250.00						
		Total	\$ 14,930.00						
		10% MU on AMPG Hardcosts	\$ 525.00						
		SUBTOTAL	\$ 15,455.00	\$ 14,050.00					
		CirclePoint Fees	\$ 99,569.00						
		CirclePoint Travel	\$ 4,500.00						
		CirclePoint Hardcosts	\$ 7,500.00						
		Total	\$ 111,569.00						
		10% MU on CP Harcosts	\$ 1,200.00						
		SUBTOTAL	\$ 112,769.00	\$ 102,517.27					
		Diego & Son (DVBE Printing)	\$ 25,000.00	\$ 25,000.00					
		10% MU on Diego & Sons	\$ 2,500.00						
		SUBTOTAL	\$ 27,500.00						
		TOTAL	\$ 923,225.00	\$ 177,282.73	**				
*Subcontractor fees/rates include 10% mark-up as noted on Attachment A									
**Small Business Dollar Allocation (before mark-up)		\$ 177,282.73							
DVBE Dollar Allocation (before mark-up)		\$ 25,000.00							

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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		Name	\$/HR*	Hours	Total \$				
I.A.1 Work Plan	Update and finalize plan based on kick-off meeting	Beverley Kennedy, Sr. Vice President	\$ 240.00	10	\$ 2,400.00	\$ -	\$ -	\$ -	\$ 2,400.00
I.A.2 Tire Retail Outreach	Identification of retailers	Beverley Kennedy, Sr. Vice President	\$ 240.00	10	\$ 2,400.00	\$ -			
	Program material development	Rachel Hobler, Acct. Director	\$ 175.00	25	\$ 4,375.00	\$ -			
	Introductory calls and meetings	Rachel Hobler, Acct. Director	\$ 175.00	35	\$ 6,125.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	40	\$ 7,000.00	\$ 1,200.00			
		Misha Gutierrez, Acct. Director	\$ 175.00	25	\$ 4,375.00	\$ 1,200.00			
	Confirmation, distribution of material, regular tracking	Jessica Langtry, Acct. Executive	\$ 120.00	47	\$ 5,640.00	\$ -			
					\$ 29,915.00	\$ 2,400.00	\$ 2,800.00	\$ -	\$ 35,115.00
	<i>Subcontractor - VPE</i>								
	Identification of retailers, introductory calls	Patricia Perez, Partner	\$ 253.00	15	\$ 3,795.00	\$ -			
		Maricela Cueva, Acct. Director	\$ 138.00	40	\$ 5,520.00	\$ 1,000.00			
					\$ 9,315.00	\$ 1,000.00	\$ -		\$ 10,315.00
	<i>Subcontractor - N&A</i>								
	Identification of retailers, introductory calls	Debra Nakatomi, President	\$ 165.00	20	\$ 3,300.00	\$ -			
		Joni Byun, Sr. Vice President	\$ 110.00	75	\$ 8,250.00	\$ 750.00			
					\$ 11,550.00	\$ 750.00	\$ -	\$ -	\$ 12,300.00
I.B.1 PSAs (TV)	Creative brief development	Kris Hanson, Creative Director	\$ 200.00	5	\$ 1,000.00	\$ -			
	Develop key messages	Beverley Kennedy, Sr. Vice President	\$ 240.00	12	\$ 2,880.00	\$ -			
		Kris Hanson, Creative Director	\$ 200.00	10	\$ 2,000.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	15	\$ 3,600.00	\$ -			
	Creative development of products/materials	Jerry Lowe, Art Director	\$ 155.00	10	\$ 1,550.00	\$ -			
		Kris Hanson, Creative Director	\$ 200.00	20	\$ 4,000.00	\$ -			
		Jerry Lowe, Art Director	\$ 155.00	75	\$ 11,625.00	\$ -			
		John Ewing, Designer	\$ 125.00	45	\$ 5,625.00				
	Refinement and production	Julie Childs, Sr. Production Manager	\$ 140.00	25	\$ 3,500.00	\$ -			
		Kris Hanson, Creative Director	\$ 200.00	2	\$ 400.00	\$ -			
		Jerry Lowe, Art Director	\$ 155.00	35	\$ 5,425.00	\$ -			
		John Ewing, Designer	\$ 125.00	35	\$ 4,375.00	\$ -			
	PSA Distribution	Jessica Langtry, Account Executive	\$ 120.00	25	\$ 3,000.00	\$ -			
					\$ 48,980.00	\$ -	\$ 89,180.00	\$ -	\$ 138,160.00
	<i>Subcontractor - VPE</i>								
	PSA Distribution	Maricela Cueva, Acct. Director	\$ 138.00	40	\$ 5,520.00	\$ 400.00	\$ -		\$ 5,920.00
	<i>Subcontractor - N&A</i>								
	PSA Distribution	Joni Byun, Sr. Vice President	\$ 110.00	50	\$ 5,500.00	\$ -	\$ -	\$ -	\$ 5,500.00
I.B.2 Radio PSAs	Radio PSA creation will happen simultaneous with TV and print Fee costs are incorporated above under TV PSA Task								

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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Contractor/Company Name: Ogilvy Public Relations Worldwide

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		Name	\$/HR*	Hours	Total \$				
I.B.3 Earned Media	Development of press kit materials	Rachel Hobler, Account Director	\$ 175.00	25	\$ 4,375.00	\$ -			
		Lizelda Lopez, Account Director	\$ 175.00	25	\$ 4,375.00	\$ -			
	Conduct ongoing program to generate stories Track coverage, evaluate	Beverley Kennedy, Sr. Vice President	\$ 240.00	10	\$ 2,400.00	\$ -			
		Lizelda Lopez, Account Director	\$ 175.00	90	\$ 15,750.00	\$ -			
		Jessica Langtry, Acct. Executive	\$ 120.00	35	\$ 4,200.00	\$ -			
					\$ 31,100.00	\$ -	\$ 2,000.00	\$ -	\$ 33,100.00
	Subcontractor - VPE								
	Oversight of press kit creation, trans-creation/translation Strategy and counsel, editorial calendar development Media pitching to generate stories Tracking of coverage	Maricela Cueva, Acct. Director	\$ 138.00	20	\$ 2,760.00	\$ -			
		Patricia Perez, Partner	\$ 253.00	20	\$ 5,060.00	\$ -			
		Maricela Cueva, Acct. Director	\$ 138.00	80	\$ 11,040.00	\$ -			
		Carlos Munguia	\$ 77.00	30	\$ 2,310.00	\$ -			
					\$ 21,170.00	\$ -	\$ 4,000.00	\$ -	\$ 25,170.00
	Subcontractor - N&A								
	Oversight of press kit creation, trans-creation/translation Strategy and counsel, editorial calendar development Media pitching to generate stories Tracking of coverage	Joni Byun, Sr. Vice President	\$ 110.00	20	\$ 2,200.00	\$ -			
		Debra Nakatomi, President	\$ 185.00	38	\$ 6,270.00	\$ -			
		Joni Byun, Sr. Vice President	\$ 110.00	80	\$ 8,800.00	\$ -			
		Joni Byun, Sr. Vice President	\$ 110.00	35	\$ 3,850.00	\$ -			
					\$ 21,120.00	\$ -	\$ 2,000.00	\$ -	\$ 23,120.00
I.B.4 Print Production	see costs outlined under TV PSA								
I.B. 5 Publicity	Meet with client on details/concept	Beverley Kennedy, Sr. Vice President	\$ 240.00	2	\$ 480.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	2	\$ 350.00	\$ -			
	Oversee all logistics/visuals, do site tours Draft talking points, speaker packets, press kits/ pitch media Attendance day-of, day-of coordination	Rachel Hobler, Acct. Director	\$ 175.00	20	\$ 3,500.00	\$ 200.00			
		Rachel Hobler, Acct. Director	\$ 175.00	30	\$ 5,250.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	4	\$ 700.00	\$ 200.00			
		Lizelda Lopez, Acct. Supervisor	\$ 160.00	4	\$ 640.00	\$ 200.00			
	Tracking of media coverage Final summary report	Beverley Kennedy, Sr. Vice President	\$ 240.00	4	\$ 960.00	\$ 200.00			
		Jessica Langtry, Acct. Executive	\$ 120.00	10	\$ 1,200.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	10	\$ 1,750.00	\$ -			
		Jessica Langtry, Acct. Executive	\$ 120.00	15	\$ 1,800.00	\$ -			
					\$ 16,630.00	\$ 800.00	\$ 2,000.00	\$ -	\$ 19,430.00
	Subcontractor - VPE								
	Media pitching and translation of media kit oversight	Maricela Cueva, Acct. Director	\$ 138.00	49	\$ 6,762.00	\$ 750.00	\$ 2,000.00	\$ -	\$ 9,512.00
	Subcontractor - N&A								
	Media pitching and translation of media kit oversight	Joni Byun, Sr. Vice President	\$ 110.00	49	\$ 5,390.00	\$ 750.00	\$ 1,700.00	\$ -	\$ 7,840.00

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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		Name	\$/HR*	Hours	Total \$				
I.B. 6 Partners Program	Develop partnership list	Lindsay Hall, Acct. Supervisor	\$ 160.00	20	\$ 3,200.00	\$ -			
	Developing briefing packet	Rachel Hobler, Acct. Director	\$ 175.00	20	\$ 3,500.00	\$ -			
	Review briefing packet	Beverley Kennedy, Sr. Vice President	\$ 240.00	5	\$ 1,200.00	\$ -			
	Meetings with client on outreach	Beverley Kennedy, Sr. Vice President	\$ 240.00	3	\$ 720.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	3	\$ 525.00	\$ -			
	Two to four partner meetings	Rachel Hobler, Acct. Director	\$ 175.00	50	\$ 8,750.00	\$ 1,250.00			
		Lindsay Hall, Acct. Supervisor	\$ 160.00	75	\$ 12,000.00	\$ 1,250.00			
	Quarterly updates to partners	Lindsay Hall, Acct. Supervisor	\$ 160.00	30	\$ 4,800.00	\$ -			
					\$ 34,695.00	\$ 2,500.00	\$ 2,000.00	\$ -	\$ 39,195.00
	<i>Subcontractor - VPE</i>								
	Recommend partners, outreach, attend key partner meetings	Patricia Perez, Partner	\$ 253.00	20	\$ 5,060.00	\$ 1,600.00	\$ -	\$ -	\$ 6,660.00
	<i>Subcontractor - N&A</i>								
	Recommend partners, outreach, attend key partner meetings	Debra Nakatomi, President	\$ 185.00	50	\$ 8,250.00	\$ 1,000.00	\$ -	\$ -	\$ 9,250.00
I.B. 7 Marketing Materials	Material identification, message copy and development	Beverley Kennedy, Sr. Vice President	\$ 240.00	5	\$ 1,200.00	\$ -			
		Jerry Lowe, Sr. Designer	\$ 155.00	40	\$ 6,200.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	10	\$ 1,750.00	\$ -			
		Lizelda Lopez, Acct. Director	\$ 160.00	10	\$ 1,600.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	10	\$ 2,400.00	\$ -			
	Creative development	Jerry Lowe, Sr. Designer	\$ 155.00	25	\$ 3,875.00	\$ -			
		John Ewing, Designer	\$ 125.00	86	\$ 10,750.00	\$ -			
	Production and distribution oversight	Julie Childs, Traffic Manager	\$ 140.00	30	\$ 4,200.00	\$ -			
	Regular updates with client on all stages	Rachel Hobler, Acct. Director	\$ 175.00	18	\$ 3,150.00	\$ -			
					\$ 35,125.00	\$ -	\$ 3,500.00	\$ -	\$ 38,625.00
	<i>Subcontractor - Diego & Son (DVBE) printing</i>							\$ 25,000.00	\$ 25,000.00
I.C. 1 Identification	Strategy session with client, oversee development of script	Beverley Kennedy, Sr. Vice President	\$ 240.00	2	\$ 480.00	\$ -	\$ -	\$ -	
		Rachel Hobler, Acct. Director	\$ 175.00	2	\$ 350.00	\$ -	\$ -	\$ -	
	Management of project/updates to client	Rachel Hobler, Acct. Director	\$ 175.00	8	\$ 1,400.00	\$ -	\$ -	\$ -	
	Attend focus groups	Jerry Lowe, Art Director	\$ 155.00	16	\$ 2,480.00	\$ 400.00	\$ -	\$ -	
		Rachel Hobler, Acct. Director	\$ 175.00	16	\$ 2,800.00	\$ 400.00	\$ -	\$ -	
	Review final report, present to client	Beverley Kennedy, Sr. Vice President	\$ 240.00	3	\$ 720.00	\$ -	\$ -	\$ -	
		Rachel Hobler, Acct. Director	\$ 175.00	3	\$ 525.00	\$ -	\$ -	\$ -	
					\$ 8,755.00	\$ 800.00	\$ -		\$ 9,555.00
	<i>Subcontractor - AMPG</i>								
	Focus group planning, attendance and reporting	Sophia Tripodes Gomez, Proj. Mang.	\$ 120.00	58	\$ 6,960.00	\$ 1,500.00			
		Ann Isbell, Research Associate	\$ 60.00	10	\$ 600.00	\$ -		Focus group direct costs	
					\$ 7,560.00	\$ 1,500.00	\$ -	\$ 16,195.00	\$ 25,255.00

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		Name	\$/HR*	Hours	Total \$				
I.C. 2 Measurement	Strategy session for polling	Beverley Kennedy, Sr. Vice President	\$ 240.00	3	\$ 720.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	3	\$ 525.00	\$ -			
	Develop survey, oversee changes by client, approval process	Lizelda Lopez, Account Supervisor	\$ 160.00	10	\$ 1,600.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	20	\$ 3,500.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	10	\$ 2,400.00	\$ -			
	Review final report, present to client	Beverley Kennedy, Sr. Vice President	\$ 240.00	3	\$ 720.00	\$ -			
		Rachel Hobler, Acct. Director	\$ 175.00	3	\$ 525.00	\$ -			
					\$ 9,990.00	\$ -	\$ 1,000.00	\$ -	\$ 10,990.00
	Subcontractor - AMPG								
	Develop survey questionnaire, oversee survey	Sophia Gomez Tripodes, Project Mang	\$ 120.00	140	\$ 16,800.00	\$ 400.00	\$ 75.00		
I.C. 3 Reporting		Burt Ehrmann, Data Manager	\$ 100.00	78	\$ 7,800.00	\$ -	\$ -		
		Ann Isbell, Research Assoc.	\$ 60.00	82	\$ 4,920.00	\$ -	\$ -	Survey House-ISA	
					\$ 29,520.00	\$ 400.00	\$ 75.00	\$ 21,300.00	\$ 51,295.00
	Monthly reports and invoices to client	Rachel Hobler, Acct. Director	\$ 175.00	65	\$ 11,375.00	\$ -			
	Submit quarterly reports	Rachel Hobler, Acct. Director	\$ 175.00	28	\$ 4,900.00	\$ -			
	Internal tracking of budget, work plan review, counsel	Rachel Hobler, Acct. Director	\$ 175.00	50	\$ 8,750.00	\$ -			
		Beverley Kennedy, Sr. Vice President	\$ 240.00	50	\$ 12,000.00	\$ -			
	Final report	Rachel Hobler, Acct. Director	\$ 175.00	15	\$ 2,625.00	\$ -			
		Jessica Langtry, Account Executive	\$ 120.00	30	\$ 3,600.00	\$ -			
					\$ 43,250.00	\$ -	\$ 5,000.00	\$ -	\$ 48,250.00

Cost Proposal Sheet
Public Relations Services for Electronic Waste and Tire Sustainability Programs (IWM05057)

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Column 1	Column 2	Column 3				Column 4	Column 5	Column 6	Column 7
Task #	Detailed Description of Services to be Provided: Description of services to be provided by each person listed in Column 3	Personnel Service: Include name, position, title, hourly rate (Column F of Attachment A) and estimated number of hours to complete services for each task.				Travel: Based on methodology, estimate travel costs for each task	Supplies: Based on methodology est. supply costs for deliverables associated with each task	Other: Any other specific breakdown required to sufficiently explain the budget costs for each task. If not tied to a particular person, place in a separate row with a corresponding task # in Column 1.	Total by Row:
		Name	\$/HR*	Hours	Total \$				
		TOTALS			\$ 397,557.00	\$ 14,650.00	\$ 117,255.00	\$ 62,495.00	\$ 591,957.00
	Ogilvy PR Fees	\$ 260,840.00						10% MU on Hardcosts	\$ 8,042.00
	Ogilvy PR Travel	\$ 6,500.00							
	Ogilvy PR Hardcosts	\$ 107,480.00							
	SUBTOTAL	\$ 374,820.00							
	VPE Fees	\$ 47,827.00							
	VPE Travel	\$ 3,750.00							
	VPE Hardcosts	\$ 6,000.00							
	Total	\$ 57,577.00							
	10% MU on VPE Travel and Hardcosts	\$ 975.00							
	SUBTOTAL	\$ 58,552.00	\$ 53,229.09						
	AMPG Fees	\$ 37,080.00							
	AMPG Travel	\$ 1,900.00							
	AMPG Hardcosts	\$ 37,570.00							
	Total	\$ 76,550.00							
	10% MU on AMPG Travel and Hardcosts	\$ 3,947.00							
	SUBTOTAL	\$ 80,497.00	\$ 73,179.09						
	N&A Fees	\$ 51,810.00							
	N&A Travel	\$ 2,500.00							
	N&A Hardcosts	\$ 3,700.00							
	Total	\$ 58,010.00							
	10% MU on N&A Travel and Hardcosts	\$ 620.00							
	SUBTOTAL	\$ 58,630.00	\$ 53,300.00						
	Diego & Son (DVBE Printing)	\$ 25,000.00	\$ 25,000.00						
	10% MU on Diego & Sons	\$ 2,500.00							
	SUBTOTAL	\$ 27,500.00							
	TOTAL	\$ 599,999.00	\$ 204,708.18	**					
*Subcontractor fees/rates include 10% mark-up as noted on Attachment A									
**Small Business Dollar Allocation (before mark-up)		\$ 204,708.18							
DVBE Dollar Allocation (before mark-up)		\$ 25,000.00							

Acknowledgement/Authorization

The undersigned acknowledges the submittal of this proposal constitutes an irrevocable offer for a ninety (90) day period for the CIWMB to award an Agreement. Additional acknowledgement is made of receipt of all competitive documents, including Addenda, relating to this Agreement.


The undersigned acknowledges that the Proposer has read all of the requirements set forth in CIWMB documents and will comply with said provisions.

The undersigned hereby authorizes and requests any person, firm, agency, or corporation to furnish any information requested by the CIWMB in verification of the recitals comprising this Proposal and also hereby authorizes the CIWMB to contact such persons, firms, etc., in order to obtain information regarding the undersigned.

The undersigned acknowledges that there are no potential conflicts of interest, as defined in Public Contract Code (PCC) 10410, 10411, and Government Code (GC) 87100, by the submitting firm and/or any subcontractors listed in the Proposal.

I declare under penalty of perjury that the foregoing is true and correct.

Name & Title of Authorized Representative:

 Sr. Vice President Contractor Name: Ogilvy Public Relations Worldwide

Address:

2445 Watsons Park Dr., Suite 650 Telephone #: 916-418-1500

City, State Zip:

San Ramon, CA 94583

Email:

 Ogilvypr.com

Signature of Authorized Representative:

Date Signed:

5/17/06

Small Business/Disabled Veteran Business Enterprises (DVBE) Participation Summary

MARK ONE FOR EACH FIRM USED			NAME OF FIRM	NATURE OF WORK	TOTAL AMOUNT OF WORK (Mark one for each firm used)		IS CERTIFICATION FORM ATTACHED?
PRIME BIDDER	SUBCONTRACTOR	SUPPLIER			SMALL*	DVBE*	
	X		AMPG	Research	\$95,952	\$	X
	X		CirclePoint	Enviro consulting & partnership dev	\$112,769	\$	X
	X		Diego & Son Printing	printing of collateral	\$	\$55,000	X DVBE & Small Biz
	X		Nakatomi & Assoc	ethnic outreach	\$58,630	\$	X
	X		Valencia, Perez, Echeveste	ethnic outreach	\$97,839	\$	X
					\$	\$	
					\$	\$	
					\$	\$	

The appropriate certification letter issued by the Office of Small Business and Disabled Veteran Business Enterprise Certification (OSDC) should be attached for each small and DVBE business identified.

*Totals are with 10% mark-up. Total small biz/DVBE allocation without mark-up is \$381,990.91



State of California • Department of General Services • Gray Davis, Governor

PROCUREMENT DIVISION

Office of Small Business and DVBE Certification

707 Third Street, 1st Floor, Room 400 • PO Box 989052
West Sacramento, California 95798-9052 • (800) 559-5529

SB APP 20030904

September 4, 2003

REF# 0002695
APPLIED MANAGEMENT & PLANNING GROUP
12300 WILSHIRE BLVD STE 430
LOS ANGELES CA 90025-1057

Dear Business Person:

Congratulations on your certified small business status with the State of California. Your certification entitles you to benefits under the state's Small Business Participation Program within state contracting, including a five percent bidding preference and special provisions under the Prompt Payment Act.

Certification period

Your certification period for each business year

Industry

SERVICE

Annual Submission Requirement

To maintain your certified status, you must annually submit to the Office of Small Business and DVBE Certification (OSDC), proof of annual receipts and proof of employees for your firm and each of your affiliates (if any).

Proof of Annual Receipts

Submit to OSDC, a copy of your firm's and any affiliate firm's ENTIRE federal tax return each year following your certification. Include ALL accompanying schedules, forms, statements, and any other support documents filed with that specific tax return.

If you request a tax filing extension with the Internal Revenue Service, submit to our office a copy of the extension form. When your tax returns are filed, submit a copy of the entire federal tax return to our office.

Proof of Employees

If you have employees whose taxable wages are reported to the California Employment Development Department (EDD) on a quarterly basis, you must annually submit to our office along with your proof of annual receipts, proof of employees for your firm and any affiliates.

We will accept a copy of the EDD's "Quarterly Wage and Withholding Report" (Form DE6) or other format accepted by the EDD. Your employee documents must cover the same four quarters as the tax return you submit for your proof of annual receipts.

If you have out-of-state employees, submit the employee documentation comparable to EDD's "Quarterly Wage and Withholding Report" for the same four-quarter period.

Self-Maintained Online Profile

Office of Small Business and DVBE Certification

REF# 0002695 APPLIED MANAGEMENT & PLANNING GROUP

September 4, 2003
SB APP 20030904

2

A secure access feature on our website enables you to maintain certain profile information, including customizable keywords to best describe your business specialties with. An enclosed insert provides logon information and instructions to access your online profile. However, firms who have renewed their certification prior to its certification expiration date will keep the same password and will not receive the online profile insert. If you don't have internet access, please use the enclosed "Certification Information Change" form to update your profile and keywords.

Reporting Business Changes

You must notify OSDC of all business changes or your certification status will be subject to revocation. The enclosed "Certification Information Change" form identifies specific items that may be reported using the change form and it identifies other changes that require a new certification application submittal.

Prompt Payment Rubber Stamp

The Prompt Payment Act requires state agencies to pay the undisputed invoices of certified small businesses and registered nonprofit organizations on a timely basis. Prompt payment is reinforced by adding interest penalties for late payment. Covered under the Act are certified small businesses that are either a service, manufacturer, or non-manufacturer firm, and nonprofit organizations registered with OSDC.

Compensation on late or unpaid progress payments for certified construction firms is addressed in Public Contract Code, Section §10261.5.

Use of the prompt payment rubber stamp alerts state agencies of a firm's certified small business or registered nonprofit status.

Ordering a rubber stamp

To purchase a prompt payment rubber stamp, submit the enclosed Prompt Payment Rubber Stamp Order Form along with your payment to FRS Marking Devices, 1730 H Street, Fresno, CA, 93721.

Proof of Eligibility

Maintain this original certification letter for future business needs. To demonstrate your firm's small business eligibility, include a copy of this letter in your state contract bid submittals.

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for state officers, state employees or former state employees.

Certification Renewal

A renewal application will be mailed to you prior to the expiration of your small business certification. If you do not receive an application, please call us so that you may timely renew your certification.

Office of Small Business and DVBE Certification


REF# 0002695 APPLIED MANAGEMENT & PLANNING GROUP

September 4, 2003
SB APP 20030904

3

If you have any questions, please contact me at 800.559.5529 or 916.375.4940, by e-mail irma.barbosa@dgs.ca.gov, or by fax 916.375.4950. The Procurement Division oversees many programs to further state contracting participation. For more information regarding these programs, visit our website at www.dgs.ca.gov/osbcr, or visit the Procurement Division's website at www.dgs.ca.gov/pd.

Sincerely,


Irma C. Barbosa
Certification Officer
Office of Small Business and DVBE Certification

Office of Small Business and DVBE Certification

REF# 0002695 APPLIED MANAGEMENT & PLANNING GROUP

September 4, 2003
SB APP 20030904

4

Standard Industrial Classification (SIC) Code(s)
Certification Approval Attachment

You selected the following Standard Industrial Classification (SIC) codes and/or contractor's license classifications to describe your firm's business:

*Construction firms are classified by their California contractor's license classification(s).

<u>Industry</u>	<u>4-Digit SIC Code*</u>	<u>SIC Code Description</u>
SERVICE	8742	Management consulting services



PROCUREMENT DIVISION

Office of Small Business and DVBE Certification

707 Third Street, 1st Floor, Room 400 * PO Box 989052

West Sacramento, California 95798-9052 * (800) 559-5529

SB APP 20050728

July 28, 2005

REF# 0040528
CIRCLEPOINT
135 MAIN ST STE 1600
SAN FRANCISCO CA 94105

Dear Business Person:

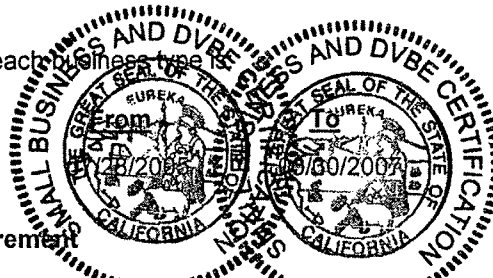
Congratulations on your certified small business status with the State of California. Your certification entitles you to benefits under the state's Small Business Participation Program within state contracting, including a five percent bidding preference and special provisions under the Prompt Payment Act.

Certification period

Your certification period for each business type is:

Industry

SERVICE



Annual Submission Requirements

To maintain your certified status, you must annually submit to the Office of Small Business and DVBE Certification (OSDC), proof of annual receipts and proof of employees for your firm and each of your affiliates (if any).

Proof of Annual Receipts

Submit to OSDC, a copy of your firm's and any affiliate firm's ENTIRE federal tax return each year following your certification. Include ALL accompanying schedules, forms, statements, and any other support documents filed with that specific tax return.

If you request a tax filing extension with the Internal Revenue Service, submit to our office a copy of the extension form. When your tax returns are filed, submit a copy of the entire federal tax return to our office.

Proof of Employees

If you have employees whose taxable wages are reported to the California Employment Development Department (EDD) on a quarterly basis, you must annually submit to our office along with your proof of annual receipts, proof of employees for your firm and any affiliates.

We will accept a copy of the EDD's "Quarterly Wage and Withholding Report" (Form DE6) or other format accepted by the EDD. Your employee documents must cover the same four quarters as the tax return you submit for your proof of annual receipts.

If you have out-of-state employees, submit the employee documentation comparable to EDD's "Quarterly Wage and Withholding Report" for the same four-quarter period.

Maintain Your Online Certified Firm Profile

A secure access feature on our website enables you to maintain certain company profile information, including customizable keywords to best describe your business specialties with. Details about the Certified Firm Profile and your secure logon information are available on the final page of this letter. Please keep your logon information page in a secure place and DO NOT share it with anyone or include it with any of your bid documents or submittals.

Reporting Business Changes

You must notify OSDC of all business changes or your certification status will be subject to revocation. The enclosed "Certification Information Change" form identifies specific items that may be reported using the change form and it identifies other changes that require a new certification application submittal.

Prompt Payment Rubber Stamp

The Prompt Payment Act requires state agencies to pay the undisputed invoices of certified small businesses and registered nonprofit organizations on a timely basis. Prompt payment is reinforced by adding interest penalties for late payment. Covered under the Act are certified small businesses that are either a service, manufacturer, or non-manufacturer firm, and nonprofit organizations registered with OSDC.

Compensation on late or unpaid progress payments for certified construction firms is addressed in Public Contract Code, Section §10261.5.

Use of the prompt payment rubber stamp alerts state agencies of a firm's certified small business or registered nonprofit status.

Ordering a rubber stamp

To purchase a prompt payment rubber stamp, submit the enclosed Prompt Payment Rubber Stamp Order Form along with your payment to FRS Marking Devices, 1730 H Street, Fresno, CA, 93721.

Proof of Eligibility

Maintain this original certification letter for future business needs. To demonstrate your firm's small business eligibility, include a copy of this letter in your state contract bid submittals.

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for state officers, state employees or former state employees.

Certification Renewal

A renewal application will be mailed to you prior to the expiration of your small business certification. If you do not receive an application, please call us so that you may timely renew your certification.

If you have any questions, please contact me at 800.559.5529 (Procurement Division receptionist) or 916.375.4940 (OSDC receptionist), by e-mail tay.higashi@dgs.ca.gov, or by fax 916.375.4950. The Procurement Division oversees many programs to further state contracting participation. For more information regarding these programs, visit our website at www.pd.dgs.ca.gov/smbus, or visit the Procurement Division's website at www.dgs.ca.gov/pd.

Sincerely,



Tay Higashi
Certification Officer
Office of Small Business and DVBE Certification



PROCUREMENT DIVISION

Office of Small Business and DVBE Certification

707 Third Street, 1st Floor, Room 400 • PO Box 989052

West Sacramento, California 95798-9052 • (800) 559-5529

SB APP 20050309

March 9, 2005

REF# 0022578
DIEGO AND SON PRINTING INC
P O BOX 13100
SAN DIEGO CA 92170-3100

Dear Business Person:

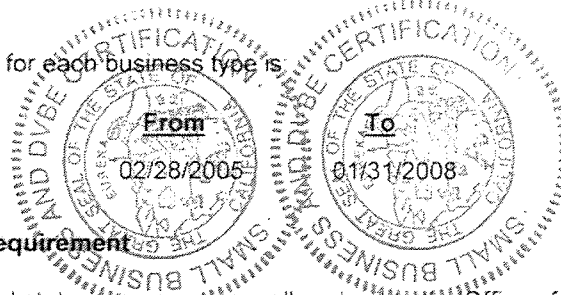
Congratulations on your certified small business status with the State of California. Your certification entitles you to benefits under the state's Small Business Participation Program within state contracting, including a five percent bidding preference and special provisions under the Prompt Payment Act.

Certification period

Your certification period for each business type is:

Industry

MANUFACTURER



Annual Submission Requirement

To maintain your certified status, you must annually submit to the Office of Small Business and DVBE Certification (OSDC), proof of annual receipts and proof of employees for your firm and each of your affiliates (if any).

Proof of Annual Receipts

Submit to OSDC, a copy of your firm's and any affiliate firm's ENTIRE federal tax return each year following your certification. Include ALL accompanying schedules, forms, statements, and any other support documents filed with that specific tax return.

If you request a tax filing extension with the Internal Revenue Service, submit to our office a copy of the extension form. When your tax returns are filed, submit a copy of the entire federal tax return to our office.

Proof of Employees

If you have employees whose taxable wages are reported to the California Employment Development Department (EDD) on a quarterly basis, you must annually submit to our office along with your proof of annual receipts, proof of employees for your firm and any affiliates.

We will accept a copy of the EDD's "Quarterly Wage and Withholding Report" (Form DE6) or other format accepted by the EDD. Your employee documents must cover the same four quarters as the tax return you submit for your proof of annual receipts.

If you have out-of-state employees, submit the employee documentation comparable to EDD's "Quarterly Wage and Withholding Report" for the same four-quarter period.

Maintain Your Online Certified Firm Profile

A secure access feature on our website enables you to maintain certain company profile information, including customizable keywords to best describe your business specialties with. Details about the Certified Firm Profile and your secure logon information are available on the final page of this letter. Please keep your logon information page in a secure place and DO NOT share it with anyone or include it with any of your bid documents or submittals.

Reporting Business Changes

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Compensation on late or unpaid progress payments for certified construction firms is addressed in Public Contract Code, Section §10261.5.

Use of the prompt payment rubber stamp alerts state agencies of a firm's certified small business or registered nonprofit status.

Ordering a rubber stamp

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Proof of Eligibility

Maintain this original certification letter for future business needs. To demonstrate your firm's small business eligibility, include a copy of this letter in your state contract bid submittals.

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for state officers, state employees or former state employees.

Certification Renewal

A renewal application will be mailed to you prior to the expiration of your small business certification. If you do not receive an application, please call us so that you may timely renew your certification.

COPY



PROCUREMENT DIVISION

Office of Small Business and DVBE Certification

707 Third Street, 1st Floor, Room 400 • PO Box 989052

West Sacramento, California 95798-9052 • (800) 559-5529

DVBE APP 20050309

March 9, 2005

REF# 0022578
DIEGO AND SON PRINTING INC
P O BOX 13100
SAN DIEGO CA 92170-3100

COPY

Dear Business Person:

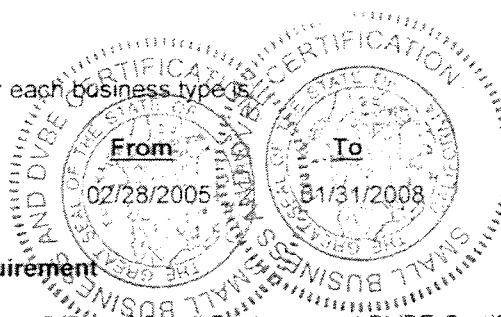
Congratulations on your certified disabled veteran business enterprise (DVBE) status with the State of California. Your certification entitles you to benefits under the state's DVBE Participation Program within state contracting, including the three percent DVBE participation goal for overall state contract dollars.

Certification period

Your certification period for each business type is:

Industry

MANUFACTURER



Annual Submission Requirement

All DVBEs must submit to the Office of Small Business and DVBE Certification (OSDC) each postcertification tax year, a complete copy of your business' federal income tax return, including extensions, within 90 days of the tax return's filing due date. If your business is a partnership, each partner must also submit a complete copy of his or her individual tax return. Additionally, if you are a DVBE that is not a sole proprietorship and your firm rents equipment to the state, you must also include in your submittal a complete copy of the personal federal income tax returns for each of your disabled veteran owners, including extensions, and within 90 days of the individual's tax return filing due date. Failure to comply will result in the suspension of your DVBE status and possible decertification, and it shall prohibit your business from participating in any state contract until all requirements are met.

Maintained Your Online Certified Firm Profile

A secure access feature on our website enables you to maintain certain company profile information, including customizable keywords to best describe your business specialties with. Details about the Certified Firm Profile and your secure logon information are available on the final page of this letter. Please keep your logon information page in a secure place and DO NOT share it with anyone or include it with any of your bid documents or submittals.

Reporting Business Changes

You must notify OSDC of all business changes or your certification status will be subject to revocation. The enclosed "Certification Information Change" form identifies specific items that may be reported using the change form and it identifies other changes that require a new certification application submittal.

Proof of Eligibility

Maintain this original certification letter for future business needs. To demonstrate your firm's DVBE eligibility.

include a copy of this letter in your state contract bid submittals

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for state officers, state employees or former state employees.

Certification Renewal

A renewal application will be mailed to you prior to the expiration of your DVBE certification. If you do not receive an application, please call us so that you may timely renew your certification.

If you have any questions, please contact me at 800.559.5529 (Procurement Division receptionist) or 916.375.4940 (OSDC receptionist), by e-mail louise.kurashige@dgs.ca.gov, or by fax 916.375.4950. The Procurement Division oversees many programs to further state contracting participation. For more information regarding these programs, visit our website at www.pd.dgs.ca.gov/smbus, or visit the Procurement Division's website at www.dgs.ca.gov/pd.

Sincerely,



Louise Kurashige
Certification Officer
Office of Small Business and DVBE Certification



State of California - Department of General Services - Arnold Schwarzenegger, Governor

PROCUREMENT DIVISION**Office of Small Business and DVBE Certification**

707 Third Street, 1st Floor, Room 400 • PO Box 989052

West Sacramento, California 95798-9052 • (800) 559-5529

May 3, 2006

SB APP 20060503

REF# 0042439

NAKATOMI & ASSOCIATES

1820 14TH ST STE 500

SANTA MONICA CA 90404

Dear Business Person:

Congratulations on your certified small business status with the State of California. Your certification entitles you to benefits under the state's Small Business Participation Program within state contracting, including a five percent bidding preference and special provisions under the Prompt Payment Act.

Certification period

Your certification period is for each

Industry

SERVICE

Annual Submission Requirements

To maintain your certified status, you must annually submit to the Office of Small Business and DVBE Certification (OSDC), proof of annual receipts and proof of employees for your firm and each of your affiliates (if any).

Proof of Annual Receipts

Submit to OSDC, a copy of your firm's and any affiliate firm's ENTIRE federal tax return each year following your certification. Include ALL accompanying schedules, forms, statements, and any other support documents filed with that specific tax return.

If you request a tax filing extension with the Internal Revenue Service, submit to our office a copy of the extension form. When your tax returns are filed, submit a copy of the entire federal tax return to our office.

Proof of Employees

If you have employees whose taxable wages are reported to the California Employment Development Department (EDD) on a quarterly basis, you must annually submit to our office along with your proof of annual receipts, proof of employees for your firm and any affiliates.

We will accept a copy of the EDD's "Quarterly Wage and Withholding Report" (Form DE6) or other format accepted by the EDD. Your employee documents must cover the same four quarters as the tax return you submit for your proof of annual receipts.

If you have out-of-state employees, submit the employee documentation comparable to EDD's "Quarterly Wage and Withholding Report" for the same four-quarter period.

Maintained Your Online Certified Firm Profile

Office of Small Business and DVBE Certification

REF# 0042439 NAKATOMI & ASSOCIATES

May 3, 2006
SB APP 20060503

2

A secure access feature on our website enables you to maintain certain company profile information, including customizable keywords to best describe your business specialties with. Details about the Certified Firm Profile and your secure logon information are available on the final page of this letter. Please keep your logon information page in a secure place and DO NOT share it with anyone or include it with any of your bid documents or submittals.

Reporting Business Changes

You must notify OSDC of all business changes or your certification status will be subject to revocation. The enclosed "Certification Information Change" form identifies specific items that may be reported using the change form and it identifies other changes that require a new certification application submittal.

Prompt Payment Rubber Stamp

The Prompt Payment Act requires state agencies to pay the undisputed invoices of certified small businesses and registered nonprofit organizations on a timely basis. Prompt payment is reinforced by adding interest penalties for late payment. Covered under the Act are certified small businesses that are either a service, manufacturer, or non-manufacturer firm, and nonprofit organizations registered with OSDC.

Compensation on late or unpaid progress payments for certified construction firms is addressed in Public Contract Code, Section §10261.5.

Use of the prompt payment rubber stamp alerts state agencies of a firm's certified small business or registered nonprofit status.

Ordering a rubber stamp

To purchase a prompt payment rubber stamp, complete and submit the enclosed Prompt Payment Rubber Stamp Order Form.

Proof of Eligibility

Maintain this original certification letter for future business needs. To demonstrate your firm's small business eligibility, include a copy of this letter in your state contract bid submittals.

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for state officers, state employees or former state employees.

Certification Renewal

A renewal application will be mailed to you prior to the expiration of your small business certification. If you do not receive an application, please call us so that you may timely renew your certification.

Office of Small Business and DVBE Certification

REF# 0042439 NAKATOMI & ASSOCIATES


May 3, 2006

SB APP 20060503

3

If you have any questions, please contact me at 800.559.5529 (Procurement Division receptionist) or 916.375.4940 (OSDC receptionist), by e-mail terri.ashley@dgs.ca.gov, or by fax 916.375.4950. The Procurement Division oversees many programs to further state contracting participation. For more information regarding these programs, visit our website at www.pd.dgs.ca.gov/smbus, or visit the Procurement Division's website at www.dgs.ca.gov/pd.

Sincerely,


Terri Ashley
Certification Officer
Office of Small Business and DVBE Certification

Office of Small Business and DVBE Certification

REF# 0042439 NAKATOMI & ASSOCIATES

May 3, 2006
SB APP 20060503

4

**Standard Industrial Classification (SIC) Code(s)
Certification Approval Attachment**

You selected the following Standard Industrial Classification (SIC) codes and/or contractor's license classifications to describe your firm's business:

***Construction firms are classified by their California contractor's license classification(s).**

<u>Industry</u>	<u>4-Digit SIC Code*</u>	<u>SIC Code Description</u>
SERVICE	8743	Public relations services



PROCUREMENT DIVISION

Office of Small Business and DVBE Certification

707 Third Street, 1st Floor, Room 400 • PO Box 989052

West Sacramento, California 95798-9052 • (800) 559-5529

SB APP 20040430

April 30, 2004

REF# 0022939
VALENCIA PEREZ & ECHEVESTE
1605 HOPE ST STE 250
SOUTH PASADENA CA 91030

Dear Business Person:

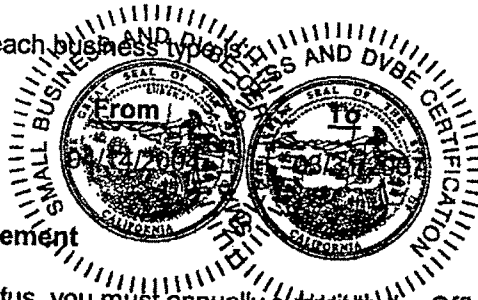
Congratulations on your certified small business status with the State of California. Your certification entitles you to benefits under the state's Small Business Participation Program within state contracting, including a five percent bidding preference and special provisions under the Prompt Payment Act.

Certification period

Your certification period for each business type is:

Industry

SERVICE



Annual Submission Requirement

To maintain your certified status, you must annually submit to the Office of Small Business and DVBE Certification (OSDC), proof of annual receipts and proof of employees for your firm and each of your affiliates (if any).

Proof of Annual Receipts

Submit to OSDC, a copy of your firm's and any affiliate firm's ENTIRE federal tax return each year following your certification. Include ALL accompanying schedules, forms, statements, and any other support documents filed with that specific tax return.

If you request a tax filing extension with the Internal Revenue Service, submit to our office a copy of the extension form. When your tax returns are filed, submit a copy of the entire federal tax return to our office.

Proof of Employees

If you have employees whose taxable wages are reported to the California Employment Development Department (EDD) on a quarterly basis, you must annually submit to our office along with your proof of annual receipts, proof of employees for your firm and any affiliates.

We will accept a copy of the EDD's "Quarterly Wage and Withholding Report" (Form DE6) or other format accepted by the EDD. Your employee documents must cover the same four quarters as the tax return you submit for your proof of annual receipts.

If you have out-of-state employees, submit the employee documentation comparable to EDD's "Quarterly Wage and Withholding Report" for the same four-quarter period.

Self-Maintained Online Profile

A secure access feature on our website enables you to maintain certain profile information, including customizable keywords to best describe your business specialties with. An enclosed insert provides logon information and instructions to access your online profile. However, firms who have renewed their certification prior to its certification expiration date will keep the same password and will not receive the online profile insert. If you don't have internet access, please use the enclosed "Certification Information Change" form to update your profile and keywords.

Reporting Business Changes

You must notify OSDC of all business changes or your certification status will be subject to revocation. The enclosed "Certification Information Change" form identifies specific items that may be reported using the change form and it identifies other changes that require a new certification application submittal.

Prompt Payment Rubber Stamp

The Prompt Payment Act requires state agencies to pay the undisputed invoices of certified small businesses and registered nonprofit organizations on a timely basis. Prompt payment is reinforced by adding interest penalties for late payment. Covered under the Act are certified small businesses that are either a service, manufacturer, or non-manufacturer firm, and nonprofit organizations registered with OSDC.

Compensation on late or unpaid progress payments for certified construction firms is addressed in Public Contract Code, Section §10261.5.

Use of the prompt payment rubber stamp alerts state agencies of a firm's certified small business or registered nonprofit status.

Ordering a rubber stamp

To purchase a prompt payment rubber stamp, submit the enclosed Prompt Payment Rubber Stamp Order Form along with your payment to FRS Marking Devices, 1730 H Street, Fresno, CA, 93721.

Proof of Eligibility

Maintain this original certification letter for future business needs. To demonstrate your firm's small business eligibility, include a copy of this letter in your state contract bid submittals.

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for state officers, state employees or former state employees.

Certification Renewal


A renewal application will be mailed to you prior to the expiration of your small business certification. If you do not receive an application, please call us so that you may timely renew your certification.

NOTE:

WE REQUIRE A COPY OF THE EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD) "QUARTERLY WAGE AND WITHHOLDING REPORT" (FORM DE 6) TO VERIFY YOUR FIRMS NUMBER OF EMPLOYEES. ALTHOUGH THIS LETTER ACKNOWLEDGES YOUR APPROVAL FOR SMALL BUSINESS CERTIFICATION, YOU MUST SUBMIT THE DE 6 FORMS COVERING THE FOUR MOST RECENTLY COMPLETED QUARTERS TO MAINTAIN YOUR CERTIFICATION ELIGIBILITY. PLEASE SUBMIT YOUR DE 6 FORMS ASAP. IF YOU HAVE OUT OF STATE EMPLOYEES, SUBMIT A COPY OF THE DOCUMENT EQUIVALENT TO THE FORM DE 6.

If you have any questions, please contact me at 800.559.5529 (Procurement Division receptionist) or 916.375.4940 (OSDC receptionist), by e-mail karl.west@dgs.ca.gov, or by fax 916.375.4950. The Procurement Division oversees many programs to further state contracting participation. For more information regarding these programs, visit our website at www.pd.dgs.ca.gov/smbus, or visit the Procurement Division's website at www.dgs.ca.gov/pd.

Sincerely,


Karl A. West
Certification Officer
Office of Small Business and DVBE Certification

**Standard Industrial Classification (SIC) Code(s)
Certification Approval Attachment**

You selected the following Standard Industrial Classification (SIC) codes and/or contractor's license classifications to describe your firm's business:

***Construction firms are classified by their California contractor's license classification(s).**

<u>Industry</u>	<u>4-Digit SIC Code*</u>	<u>SIC Code Description</u>
SERVICE	8743	Public relations services

Contractor Status Form

Contractor's Name Ogilvy Public RelationsCounty SacramentoAddress 2495 Natomas Park Drive #650
Sacramento, CA 95833Phone No. 916-418-1500Fax No. 916-418-1515E-mail beverley.kennedy@ogilvypr.comFederal Employer Identification No. [REDACTED]

STATUS OF CONTRACTOR PROPOSING TO DO BUSINESS:

☐ Individual ☐ Limited Partnership ☐ General Partnership ☒ Corporation ☐ Other

INDIVIDUAL:

If a sole proprietorship, state the true name of sole proprietor: _____

PARTNERSHIP:

If a partnership, list each partner, including limited partners, stating their true name and their interest in the partnership:

CORPORATION:

If a corporation, place and date of Incorporation: State of DelawareDate corporation was authorized by Secretary of State: 6/28/1989President: Marcia SilvermanVice-President: Thomas NeumanSecretary: William ChessTreasurer: Kevin Farewell

Other Officers: _____

OTHER: (Explain)

SMALL BUSINESS PREFERENCE

Are you claiming preference as a small business or non-SB?
(certifying to subcontract at least 25% of bid to a SB)☒ YES - Attach approval letter from Office of Small
Business Certification and Resources
☐ NODate you/Sub filed for small business preference: _____ Your/Subs small business ID No. see below

NOTE: THIS FORM MUST BE COMPLETED OR YOUR BID MAY BE REJECTED

PG #0002695, CirclePoint #0040528, Diego & Son Printing#0022578,
Nakatomi & Associates #0042439, Valencia, Perez & Echeveste #0022939

DEPARTMENT OF TRANSPORTATION

DIVISION OF ENVIRONMENTAL ANALYSIS, MS 27

1120 N STREET

P. O. BOX 942874

SACRAMENTO, CA 94274-0001

PHONE (916) 653-2115

FAX (916) 653-6366

TTY (916) 653-4086

*Flex your power!
Be energy efficient!*

April 21, 2006

To Whom It May Concern:

RE: Ogilvy Public Relations Worldwide
2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833

The Department of Transportation, Division of Environmental Analysis, Storm Water Program has worked with Ogilvy Public Relations Worldwide for more than five years. It is with great pleasure that I write this letter to express my gratitude and satisfaction experienced during these five years while working with Ogilvy Public Relations Worldwide.

During the five years, Ogilvy Public Relations Worldwide has worked with the Department's Storm Water Program to develop the award-winning multimedia public education campaign "Don't Trash California" in English, Spanish, Korean, Chinese and Vietnamese. The development of this multimedia campaign demanded dedication to meet a short time line, ability to work with tight budget constraints and unparalleled service and creativity to create, research, and rollout a multimedia (multi-cultural) statewide storm water public education campaign. Ogilvy PR includes the most dynamic team of professionals that I have ever had the opportunity to work with. Ogilvy PR professionals include managers, directors, executives, and coordinators who are not only talented, but work tirelessly and passionately with a synergy that is unparalleled in their field.

The Department of Transportation has the responsibility to meet the Department's National Pollution Discharge Elimination System (NPDES) storm water public education compliance tasks contained in the Department's NPDES permit. The task of developing the research for our public education study, and implementation of the research by rolling out an award winning multimedia campaign would not have been possible without the skill, creativity and social insights displayed by the professional staff at Ogilvy Public Relations Worldwide. The "Don't Trash California" campaign far exceeded our goals.

I would like to take the opportunity to highlight for you some of the recent (2005/06) "Don't Trash California" campaign results by Ogilvy's professional management of our large multi-faceted campaign.

- Ogilvy Public Relations Worldwide staff executed a statewide paid advertising campaign that generated more than 2 billion audience impressions and secured an added value of more than \$370,000 resulting in 15 percent more value than the paid schedule.
- Secured more than 3.8 million impressions from media relations activities.
- Gained increased level of visibility of campaign messages due to more than 12 major partnerships with various public, private and non-profit organizations that garnered more than \$1 million in added value and generated more than 150,000,000 impressions.
- Reached more than 30,000 people through statewide public event participation.
- Reached more than 1.5 million Californians and received a two-to-one return on our investment with sports marketing activities.
- Produced more than 622,000 new promotional items, of which 124,625 were produced in

"Caltrans improves mobility across California"

To Whom It May Concern:

April 21, 2006

Page 2

Spanish, Chinese, Korean and Vietnamese, including tip cards, litterbags, cigarette butt holders, bumper stickers and more.

I cannot thank everyone at Ogilvy Public Relations Worldwide enough for all the hard work and commitment in making the Department's "Don't Trash California" campaign a success. They have redefined the term "go the extra mile" to satisfy your client. I highly recommend Ogilvy Public Relations Worldwide for your public relations, communication and marketing needs.

Sincerely,

A large black rectangular redaction box covering the signature of Betty Sanchez.

BETTY SANCHEZ

Senior, Public Education and Outreach Coordinator

Environmental Engineering – Storm Water Management Program



JAMES A. NOYES, Director

COUNTY OF LOS ANGELES

DEPARTMENT OF PUBLIC WORKS

900 SOUTH FREMONT AVENUE
ALHAMBRA, CALIFORNIA 91803-1331
Telephone: (626) 458-5100
www.ladpw.org

ADDRESS ALL CORRESPONDENCE TO:
P.O. BOX 1460
ALHAMBRA, CALIFORNIA 91802-1460

IN REPLY PLEASE

REFER TO FILE: PR-4

May 1, 2006

To Whom It May Concern,

For the past three years, the County of Los Angeles Department of Public Works has worked with Ogilvy Public Relations Worldwide to conduct a stormwater pollution education program throughout LA County. During that time, Ogilvy PR staff has provided excellent service that has exceeded expectations.

In 2003, Ogilvy developed the award-winning multimedia "Can It!" campaign designed to both educate local residents on the effects of stormwater pollution and encourage them to change their pollution-related behaviors. During the development and implementation of this campaign Ogilvy staff exhibited creativity, strategic thinking and great attention to detail. They also remained on time and on budget, demonstrating a commitment to high quality service. Through the hard work of the Ogilvy staff, the "Can It!" campaign was a success on many levels.

This past year, Ogilvy PR coordinated the development of a very successful partnership with Caltrans' "Don't Trash California" campaign. We are now using "Don't Trash California" creative for our countywide program, as well, allowing us to save significant mounts of money while utilizing Ogilvy's award-winning creative. As a result of the partnership, the County was able to garner more than two billion impressions among the residents of LA County, and secure \$137,000 in added value, via advertising placements using the "Don't Trash California" creative. The two programs also worked together to announce the newly formed partnership, garnering more than 181,000 impressions for the County program via earned media placements.

Ogilvy Public Relations Worldwide is an asset to any public education endeavor. It is my pleasure to recommend them for your public relations, advertising and marketing needs.

Sincerely,

Melinda Barrett
Head, Public Relations Group
County of Los Angeles Department of Public Works



10545 Armstrong Avenue

Mather, CA 95655

Tele: [916] 876-6000

Fax: [916] 876-6160

Website: www.srcsd.com

Board of Directors

Representing:

County of Sacramento

County of Yolo

City of Citrus Heights

City of Elk Grove

City of Folsom

City of Rancho Cordova

City of Sacramento

City of West Sacramento

Mary K. Snyder
District Engineer

Stan R. Dean
Plant Manager

Wendell H. Kido
District Manager

Marcia Maurer
Chief Financial Officer

May 5, 2006

To Whom It May Concern:

RE: Ogilvy Public Relations Worldwide
2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833

Sacramento Regional County Sanitation District (SRCSD) has worked with Ogilvy Public Relations Worldwide for more than four years to develop and implement a mercury source reduction public outreach and education program - "Be Mercury Free."

"Be Mercury Free" provides Sacramento County residents with information on the need to reduce mercury pollution and the methods for proper disposal of mercury-containing items. The program is composed of numerous outreach elements including a program identity and Web site, outreach events, promotional items, media relations/advertising and collateral materials such as brochures, posters, fact sheets, pharmacy bag stuffers and utility bill inserts.

The development of this program demanded dedication to meet a short timeline, ability to work with budget constraints, and creativity to create, research, and rollout a successful awareness and education campaign. The professional staff at Ogilvy Public Relations Worldwide has demonstrated a unique ability to understand SRCSD's goals and present recommendations, develop outstanding creative concepts, meet timelines, provide deliverables and measure results. Their expertise has helped the "Be Mercury Free" campaign far exceed our goals.

Many of our SRCSD team members personally have regular interaction with the Ogilvy staff at all levels, from the project manager, creative team and account staff. They have continued to provide SRCSD with excellent service and support for our goal of mercury reduction.

Sincerely,

Terry D. Musil
Supervisor, Technical Services
Sacramento Regional County Sanitation District
(916) 875-6533

April 16, 2006

Ogilvy Public Relations Worldwide
2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833


To Whom It May Concern:

From 1999 to 2002, I had the pleasure of working with Ogilvy Public Relations Worldwide to develop and conduct the advertising and public relations aspects of a statewide effort to recruit new K-12 teachers. My staff and I worked hand-in-hand with Ogilvy PR to create a comprehensive campaign utilizing advertising, creative, production, collateral development, special events, and media relations. Their team of dedicated staff managed a highly detailed timeline of activities that included the design and printing of numerous collateral pieces from tip sheets and brochures, pamphlets and event promotion pieces, to in-language print materials. Simultaneously, Ogilvy PR helped us embark on a statewide series of nine community forums to provide interested individuals with information and resources they would need in order to become credentialed teachers. These events targeted varied audiences and required significant advertising, material development, exhibitor and both coordination, and logistical arrangements. Ogilvy PR was crucial to making the events a success.

"Success" can be defined in different ways, and I would like to share with you some of the concrete ways in which we have measured success. The written outreach materials were so popular that over 400,000 pieces were distributed statewide. These materials, combined with the ad placements, special events, and media relations, helped to recruit more than 13,000 teachers to California classrooms. And, our public relations and advertising campaign was acknowledged and awarded for innovation.

For the above-mentioned reasons, I would not hesitate to recommend Ogilvy Public Relations Worldwide. Should you need additional information, please feel free to contact me.

Sincerely,


Kris Marubayashi, Ed.D.
Former Co-Director
California Center for Teaching Careers (CalTeach)
(916) 505-6467

April 21, 2006



Jon C. Wentzel
Senior Vice President
Ogilvy Public Relations Worldwide
111 Sutter Street
11th Floor
San Francisco, CA 94104


Dear Jon:

Thank you for your call to discuss the proposed program for educating the public about proper tire maintenance and disposal. The members of the California Tire Dealers Association take great pride in helping consumers make appropriate tire choices that increase performance and provide safety.

Should Ogilvy Public Relations be awarded the contract you described, the California Tire Dealers Association would be very interested in exploring opportunities to work with your client to provide consumers with information that will help them make smart decisions about purchasing and disposing of automobile tires. Tire dealers are very involved in the community in which they work, and strive to offer the very best of advice and service. We are proud to offer tire recycling services and recognize the importance of ensuring that drivers select the right tires, engage in proper maintenance and dispose of tires appropriately.

Good luck in the pursuit of the contract. We hope to hear from you soon.

Sincerely,


Ejnar Fink-Jensen
Executive Director

Beverley Kennedy
Vice President
Ogilvy Public Relations Worldwide
2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833
(916) 418-1515 fax

To Ms. Kennedy,

Visalia Times-Delta is looking forward to working with the Ogilvy PR Team to help promote the CIWMB's waste tire program campaign and messages.

We believe that educating our readers on proper tire maintenance is important from a safety and environmental standpoint.

We look forward to being a partner in this effort.

Sincerely,

Melinda Morales, City Assistant Editor
Visalia Times-Delta

Beverley Kennedy
Vice President
Ogilvy Public Relations Worldwide
2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833
(916) 418-1515 fax

To Ms. Kennedy,

KFSN-TV is looking forward to working with the Ogilvy PR Team to help promote the CIWMB's waste tire program campaign and messages.

We believe that educating our viewers on proper tire maintenance is important from a safety and environmental standpoint.

We look forward to being a partner in this effort.

Sincerely,

Jacqueline McLean, News Assignment Manager
KFSN-TV ABC Fresno

Beverley Kennedy
Vice President
Ogilvy Public Relations Worldwide
2495 Natomas Park Drive, Suite 650
Sacramento, CA 95833
(916) 418-1515 fax

To Ms. Kennedy,

KMPH-TV is looking forward to working with the Ogilvy PR Team to help promote the CIWMB's waste tire program campaign and messages.

We believe that educating our viewers on proper tire maintenance is important from a safety and environmental standpoint.

We look forward to being a partner in this effort.

Sincerely,

Kim Quintero, News Assignment Editor
KMPH-TV Fox Fresno

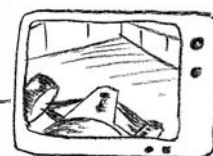
Awards List

The California Department of Justice

- 2004** International Association of Business Communicators — Crystal Award
Video PSA
“Face It. It’s a Crime.”
- 2004** International Association of Business Communicators — Merit Award
Print Media Ads — B/W series
“Face It. It’s a Crime.”
- 2004** International Association of Business Communicators — Merit Award
Audio PSA
“Face It. It’s a Crime.”
- 2003** Sacramento Advertising Club — Gold Award
Public Service — Broadcast
“Face It. It’s a Crime” :60 English Radio
- 2003** Sacramento Advertising Club — Gold Award
Public Service — Broadcast
“Face It. It’s a Crime” :60 English TV
- 2003** Sacramento Advertising Club — Gold Award
Public Service — Overall Campaign
“Face It. It’s a Crime.” Elder Abuse Prevention Campaign
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Broadcast
“Face It. It’s a Crime.” :60 Spanish TV
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Broadcast
“Face It. It’s a Crime.” :30 Spanish TV
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Broadcast
“Face It. It’s a Crime.” :60 Spanish Radio

Los Angeles County Department of Public Works

- 2004** International Association of Business Communicators — Crystal Award
Print Media Ads
“Can It!” Litter Prevention Campaign
- 2004** International Association of Business Communicators — Merit Award
Advertising Campaign —
Government/Non-Profit Organization
“Can It!” Litter Prevention Campaign
- 2003** Sacramento Advertising Club — Gold Award
Public Service — Outdoor Campaign
“Can It!” Outdoor campaign
- 2003** Sacramento Advertising Club — Gold Award
Billboard
“Can It!” Spanish Billboard
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Overall Campaign
“Can It!” Litter Prevention Campaign
- 2003** International Association of Business Communicators — Crystal Award
“Can It!” Print Ad
- 2003** International Association of Business Communicators — Merit Award
Advertising Campaign — “Can It!”
Litter Prevention
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Broadcast
“Can It!” :30 English TV
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Broadcast
“Can It!” :60 English Radio



The California Department of Insurance

- 2002** Sacramento Advertising Club — Silver Award
Catchall category
“Brain & Pretzel” folder

The California Department of Transportation

- 2005** Sacramento Public Relations Association —
Honorable Mention Award
“Don’t Trash California” Campaign Launch
- 2005** International Association of Business
Communicators — Crystal Award
“Don’t Trash California” Special Event
Promotion
- 2005** American Advertising Federation,
District 14 — Silver Award
“Smith & Jones” :30 Radio
- 2005** Sacramento Advertising Club — Silver Award
“Smith & Jones” :30 Radio
- 2003** Telly Award
“Don’t Trash California” TV PSA
- 2003** Sacramento Advertising Club — Gold Award
Caltrans — Airport Kiosk
- 2003** Sacramento Advertising Club — Silver Award
Caltrans — Rest Stop Poster
- 2003** Sacramento Advertising Club — Silver Award
“Velez & Perez” :60 Radio — Spanish
“Don’t Trash Fresno” campaign
- 2002** Sacramento Advertising Club — Gold Award
Public Service — Broadcast
“Don’t Trash California” TV spot
- 2002** Sacramento Advertising Club — Gold Award
Public Service — Campaign
“Don’t Trash Fresno” campaign
- 2002** State Information Officer’s Council —
Gold Award
“Don’t Trash California” TV PSA

- 2002** State Information Officer’s Council —
Gold Award
Internal Publications, “Reducing Litter
in Storm Water”
- 2002** State Information Officer’s Council —
Silver Award
“Cell Phone Directions” Radio PSA
“Don’t Trash Fresno” campaign
- 2002** State Information Officer’s Council —
Honorable Mention Award
“Smith and Jones” Radio PSA’s
“Don’t Trash Fresno” campaign
- 2002** International Association of Business
Communicators — Merit Award
Audio PSA
:60 “Cell Phone Directions”
- 2002** International Association of Business
Communicators — Crystal Award
Audio Program
“Smith & Jones” I and II

California Highway Patrol

- 2005** State Information Officer’s Council —
Gold Award
“Red Asphalt V”
- 2005** Telly Award — Bronze Telly Award
Right Turn “Hidden Camera” :30 TV PSA
- 2005** Telly Award — Bronze Telly Award
Right Turn “Peer Pressure” :30 TV PSA
- 2005** Sacramento Public Relations Association —
Honorable Mention Award
“Red Asphalt V”
- 2005** Sacramento Public Relations Association —
Honorable Mention Award
“Make the Right Turn!” Video
- 2005** International Association of Business
Communicators — Crystal Award
“Make the Right Turn!”
- 2005** International Association of Business
Communicators — Crystal Award
“Red Asphalt V” Video Program



Ogilvy Public Relations Worldwide



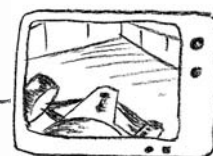
- 2005** American Advertising Federation,
District 14 — Silver Award
“Red Asphalt V” English Video
- 2005** American Advertising Federation,
District 14 — Silver Award
“Make the Right Turn!” English Video
- 2005** Sacramento Advertising Club — Gold Award
“Red Asphalt V” English Video
- 2005** Sacramento Advertising Club — Gold Award
“Make the Right Turn!” English Video

The California Wellness Foundation

- 2003** Sacramento Advertising Club — Gold Award
“The Advokit”
- 2003** Sacramento Advertising Club — Gold Award
Newspaper Category
“Get Real” print ad — Spanish
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Broadcast
“Talk Straight to Me” :60 TV
- 2002** Sacramento Advertising Club — Gold Award
Collateral Material — Poster campaign
“They’re 15” poster campaign
- 2002** Sacramento Advertising Club — Silver Award
Collateral Material — Four Color Brochure
“Voices of California” brochure
- 2002** Sacramento Advertising Club — Silver Award
Newspaper Category
“Think All They Do is Hold Hands” print ad
- 2002** Sacramento Public Relations Association —
Gold Cappie
Individual PR Tools/Promotional Device
“Condom Keychain”
- 2002** International Association of Business
Communicators — Merit Award
Black and White Print Ad Series
“Get Real About Teen Pregnancy”
- 2001** Sacramento Advertising Club — Gold Award
Brochure: The California Wellness
Foundation —
“Get the Picture” Teen Profiles
- 2001** Sacramento Public Relations Association —
Silver Cappie
Brochure, three or more colors:
The California Wellness Foundation —
“Get the Picture” (Get Real Campaign)
- 2001** Public Relations Society of America —
Finalist in LA Prism Awards
The California Wellness Foundation:
“Get Real About Teen Pregnancy” —
“Access to Contraceptives Document”
- 2000** American Advertising Federation —
Citation of Excellence
Newspaper: The California Wellness
Foundation —
“Your Teens Should Hear It From You”
- 2000** Sacramento Advertising Club — Gold Award
Collateral: The California Wellness
Foundation —
“Your Teens Should Hear It From You”
- 2000** Sacramento Advertising Club — Silver Award
Print Media: The California Wellness
Foundation
“Sex on T.V. Sells”
- 2000** Sacramento Advertising Club — Silver Award
Print Media: The California Wellness
Foundation —
“Your Teen Should Hear It From You”
- 2000** Sacramento Advertising Club — Silver Award
Creativity On A Shoestring
Radio: The California Wellness Foundation

Cal Teach — California Center for Teaching Careers

- 2002** State Information Officer’s Council —
Silver Award
Media Relations Campaign



2002 Sacramento Public Relation Associations — Gold Cappie
Individual Public Relations Tools, Brochure:
California Center For Teaching Careers —
“Pathways to Teaching” Pamphlet

2002 Sacramento Public Relation Associations — Honorable Mention Cappie
Overall Public Relations Programs,
Special or Media Event, Other:
California Center For Teaching Careers —
“Pathways to Teaching” Forum

2002 International Association of Business Communicators — Merit Award
Special Event:
California Center for Teaching Careers
“Pathways to Teaching” Forums

2002 International Association of Business Communicators — Crystal Award
Black and White Print Ad Series:
California Center for Teaching Careers —
Math/Science/Special Ed Ads

2001 Sacramento Advertising Club —
Gold Addy Award
CalTeach Print Ad — Public Service

2001 Sacramento Advertising Club —
Gold Addy Award
CalTeach Campaign — Public Service

2001 International Association of Business Communicators Crystals — Merit Award
CalTeach Advertising Campaign

City of Sacramento, Dept. of Utilities Water Wise Pest Control Program

2002 International Association of Business Communicators — Merit Award
Overall Communications Program

2001 Sacramento Advertising Club —
Silver Addy Award
Water Wise Pest Control
Garden Cart Display

2001 CA EPA — Department of Pesticide Regulation — IPM Innovator Award
Water Wise Pest Control Program, (Note:
IPM stands for Integrated Pest Management)

Los Angeles Police Department

2001 Public Relations Society of America —
Finalist in LA Prism Awards
Los Angeles Police Department:
“1-877-ASK-LAPD” Program

2000 American Advertising Federation —
Citation of Excellence
Los Angeles Police Department:
“1-877-ASK-LAPD” Poster Series

Minnesota Department of Health (MNENABL)

2004 Public Relations Society of America —
Classics Awards
Audio PSA
“It’s Enough.” Radio PSA

2004 Public Relations Society of America —
Classics Awards
Public Service — Government
Minnesota ENABL campaign

2003 Sacramento Advertising Club — Gold Award
Poster — MNENABL
“Carousel” Poster

2003 Sacramento Advertising Club — Gold Award
Poster — MNENABL
“Diner” Poster

2003 Sacramento Advertising Club — Gold Award
Poster — MNENABL
“Diner” Photo

2003 Sacramento Advertising Club — Silver Award
Poster — MNENABL
“Carousel” Poster — Spanish

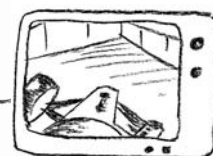


Ogilvy Public Relations Worldwide



California Office of Traffic Safety

- 2005** State Information Officer's Council — Silver Award
Web Site — www.ots.ca.gov
- 2005** State Information Officer's Council — Gold Award
Media Relations for "Click It or Ticket" Campaign
- 2005** International Association of Business Communicators — Crystal Award
2005 "Click It or Ticket" Campaign
- 2003** Sacramento Advertising Club — Silver Award
Public Service — Broadcast
"Checkpoint Officers" PSAs
- 2003** State Information Officer's Council — Grand Prize
"Drunk and Drugged Driving (3D) Prevention Month" Campaign
- 2003** State Information Officer's Council — Gold Award
Outstanding Media Coverage
- 2003** State Information Officer's Council — Silver Award
2002 Annual Report
- 2003** State Information Officer's Council — Silver Award
"Seat Belt" Radio PSAs
- 2002** State Information Officer's Council — Grand Prize and Gold Award
"Drunk and Drugged Driving (3D) Prevention Month" Campaign
- 2002** State Information Officer's Council — Silver Award
More Bang for the Buck
Sports Marketing Campaign
- 2002** State Information Officer's Council — Silver Award
"Tracks Newsletter"
- 2002** Sacramento Public Relations Association — Silver Cappie
More Bang for the Buck
OTS 2002 Sports Marketing Campaign
- 2002** Sacramento Public Relations Association — Silver Cappie
Special or Media Event, Press Conference/
Press Briefing
OTS 2002 "COPtails" Media Event
- 2002** Sacramento Public Relations Association — Gold Cappie
Short-term Public Relations Campaign
OTS 2002 "Drunk & Drugged Driving (3D) Prevention Month" Campaign
- 2002** Sacramento Public Relations Association — Honorable Mention Cappie
Individual Public Relations Tools — Public Service Announcement — Radio
OTS "Live Dangerously" PSA
- 2002** International Association of Business Communicators — Merit Award
Overall Campaign Program
OTS 2002 "Drunk & Drugged Driving (3D) Prevention Month"
- 2002** International Association of Business Communicators — Crystal Award
Special Event Promotion
2002 "COPtails"
- 2001** State Information Officer's Council — Gold Award
CHiPper Interactive Web Site Game
Promotional Postcard
- 2001** State Information Officer's Council — Gold Award
"Know How to Go" CHiPper Interactive Game
- 2001** State Information Officer's Council — Silver Award
"COPtails" logo
- 2001** State Information Officer's Council — Silver Award
2001 "3D Month" Campaign



- 2001** State Information Officer's Council —
Silver Award
2001 Sports Marketing Campaign
- 2000** State Information Officer's Council —
Gold Award
California Office of Traffic Safety—
"3D Month" Window Decal
"Designate Before You Celebrate"
- 2000** State Information Officer's Council —
Grand Prize
California Office of Traffic Safety:
"3D Month" Window Decal
"Designate Before You Celebrate"
- 2000** State Information Officer's Council —
Silver Award
California Office of Traffic Safety:
"3D Month" Campaign
- 2000** State Information Officer's Council —
Gold Award
Best Bang for your Buck
California Office of Traffic Safety:
2000 Sports Marketing Campaign
- 2000** State Information Officer's Council —
Grand Prize
Best Bang for your Buck
California Office of Traffic Safety:
2000 Sports Marketing Campaign
- 2000** Sacramento Advertising Club —
Silver Addy Award
California Office of Traffic Safety:
"3D Month" Window Decal
"Designate Before You Celebrate"
- 2000** International Association of Business
Communicators — Silver Crystal Award
California Office of Traffic Safety:
"Child Passenger Safety Week" Campaign

Medical Board of California

- 2001** State Information Officer's Council —
Gold Award
"Be Informed, Be Healthy" Audio PSA

Nevada Office of Traffic Safety

- 2001** Sacramento Public Relation Associations —
Gold Cappie Award
Helmet Safety Homework Folder
Promotional Device
- 2000** Public Relations Society of America —
Los Angeles, Prism Award of Excellence
Nevada Office of Traffic Safety: T.V. PSA —
"Showdown"

Pharmacy Access

- 2002** Sacramento Public Relations Association —
Honorable Mention Cappie
Individual PR Tools/Brochure —
Three or more colors
Wallet-sized brochure

Universal Lifeline Telephone Service

- 2000** Sacramento Advertising Club — Gold Award
Hispanic/Asian/Ethnic Advertising
Radio: Universal Lifeline Telephone Service
- 2000** Sacramento Advertising Club — Silver Award
Hispanic/Asian/Ethnic Advertising
Print Any Format: Universal Lifeline
Telephone Service

Los Angeles Community College District

- 2002** National Council for Marketing and Public
Relations — Gold Award
Best Folder Cover: Los Angeles Community
College District



Ogilvy Public Relations Worldwide



Sacramento Regional County Sanitation District

- 2005** International Association of Business Communicators — Crystal Award
Poster — “Mercury Can Be Harmful”
- 2003** International Association of Business Communicators — Merit Award
Brochure — “Mercury is in the House”

